

Strategic Plan 2015-2018

Department of Post-Secondary Education, Training and Labour



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A message from the Minister



I am very proud to be the Minister of the Department of Post-Secondary Education, Training and Labour. As a business woman who is very active in economic development, I know we are the Department to provide our province with the foundation to prosper. It is the work that is done on a daily basis which is making this difference. We need to remind ourselves of the impact we have - whether it's providing support to allow a single parent to get the skills they need for a job, or to take their child to a library, or helping newcomers become part of our communities. These examples only touch on the real impact we do and can make to New Brunswickers. Very clearly, the work we do makes a difference.

We must continue to remind ourselves of why we do what we do on a daily basis. This focus on the client and serving their needs makes us a leading organization. Our Strategic Plan provides us with the direction towards our next level of excellence. This will be achieved through continued client focus and enhanced alignment.

To move our province forward we must focus on the three areas of "More Jobs", "Fiscal Responsibility", and "Best place to raise a family". These are the outcomes we want to see for our province, and our Department has a fundamental role of play in achieving all these outcomes for the citizens of New Brunswick.

I am excited to be your champion and Minister as we move to our next phase.

Thank you

A handwritten signature in blue ink that reads "Francine Landry". The signature is fluid and cursive.

Hon. Francine Landry

A message from the Deputy Minister



As a proud New Brunswicker, I am excited to present you with Post-Secondary Education, Training, and Labour's (PETL) Strategic Plan which is designed to help our province thrive.

Our province is positioned for economic growth. We need to build upon our strengths as a province and embrace our opportunities. This means working together in a coordinated way to meet our common goals. Our Plan calls for enhanced collaboration. We need to act together to address our demographic challenges, promote inclusiveness and alignment while also supporting and addressing the labour force needs of New Brunswick.

We have the opportunity to build on our current work to effect positive change for New Brunswickers. Swift action is necessary for us to take full advantage of our exciting and emerging provincial opportunities. With strong, prepared, and aligned leadership, we will be well positioned to address any challenges ahead with a clear understanding of PETL's core business.

Our department is vast with four key pillars or divisions – Adult Learning and Employment, Labour and Planning, Population Growth, and Post-Secondary Education. The collective work we do touches the social and economic fibre of New Brunswick through our influence on connecting people, skills, and jobs. Our work in these areas positively influences key determinants of health - Income and Social Status, Education and Literacy, and Employment and Working Conditions.

This is an exciting time for our department, government and province as a whole with new opportunities to explore. Our collective success will depend on our ability to adapt to a changing environment.

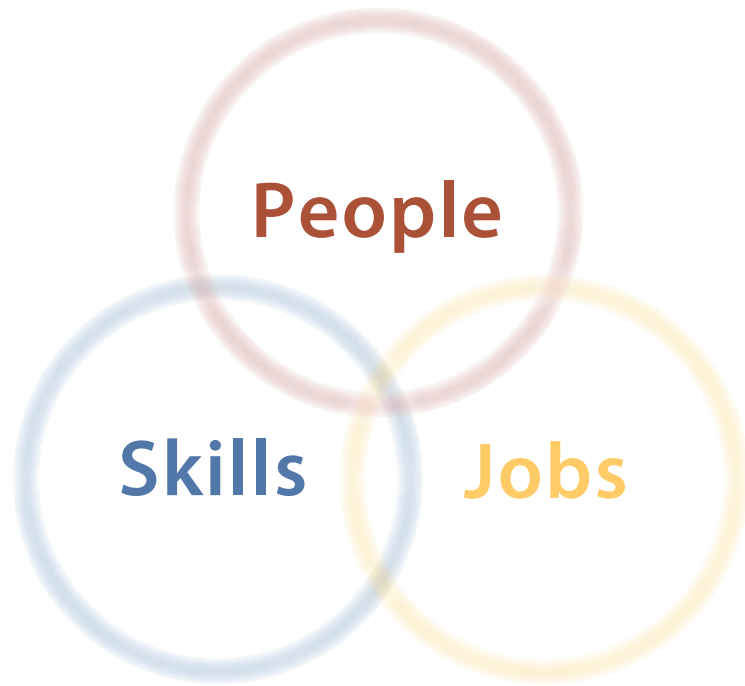
Onward,

A handwritten signature in black ink that reads "Thomas Mann". The signature is stylized and written in a cursive-like font.

Thomas (Tom) Mann

Our Mission:

People, Skills and Jobs: We empower people with the skills and knowledge to succeed in New Brunswick as a place to live, learn and work in a fair, safe and inclusive environment.



Our Values:



Our vision for the future:

Our vision is a prosperous New Brunswick, where post-secondary educational institutions, businesses, and government collaborate to encourage innovation, diversity, and employment opportunity. Our goal is for a future where we see that:

- The people of New Brunswick know where the job opportunities are and the Department's training and programs are aligned to meet these needs.
- Opportunities are provided to youth to stay in and return to New Brunswick.
- We have grown our population and increased the workforce participation rate of all New Brunswickers.
- Workers are protected through progressive labour legislation.
- We have stronger relationships with multi-sectorial partners with clear roles and expectations.
- PETL is aligned, focused and accountable with strong leadership and a team that embraces change.
- PETL employees are confident about their ability to influence our future.

Our key result areas and goals

In the next three years we will meet provincial labour market needs through our efforts to:



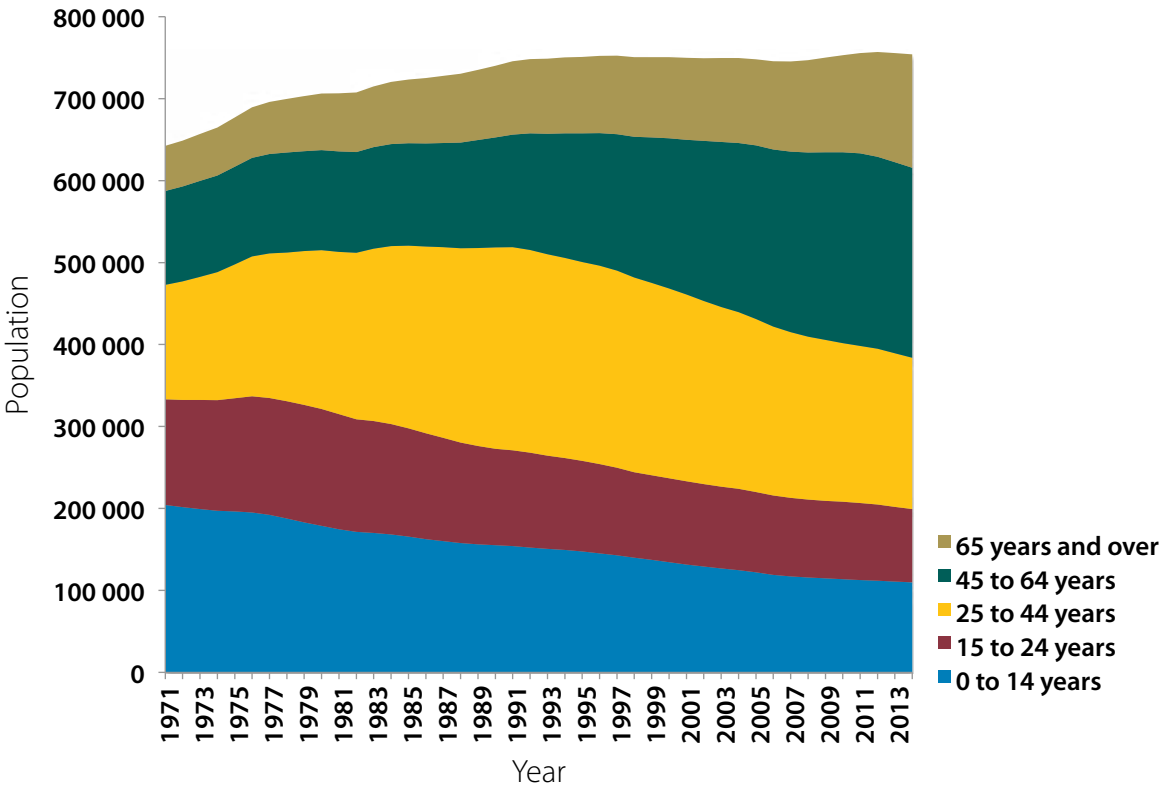
As an organization we will be effective, responsible and aligned.

Key result area - People

Our greatest asset is our people, and one of our greatest challenges is our demographics.

In New Brunswick, one of the biggest demographic shifts in recent history was the post-war baby boom (1945 – 1965), where the number of births skyrocketed. Now, in 2015, baby boomers are entering retirement. At the same time, we have seen a substantial decline in birth rates. Additionally, the number of people choosing to move away from New Brunswick is increasing, particularly our youth. These combined factors greatly impact our labour force.

New Brunswick Age Distributionⁱ



Goal: Stimulate growth and diversity in our population

We are projecting that over the next ten years 110,000 jobs will become available as a result of workers exiting the labour market. We also see a future with new job creation.

As baby boomers retire and there are fewer people to replace them, finding skilled people to fill our jobs will be a primary focus of government, industries and educators. New Brunswick needs to continue to invest in strategic and innovative ways of helping New Brunswickers stay and work in New Brunswick. These investments must also be aimed at attracting home talented New Brunswickers, fellow Canadians and newcomers needed to support our economic growth.

Meeting our labour market needs and succeeding in expanding New Brunswick's population is a mutual responsibility dependent on the active participation and collaboration of federal and provincial governments, industries, educators, workers and communities alike.

We are aiming to grow the population by 5,000 people over three years through a multi-pronged approach. Targeted areas of focus include – reducing out-migration (particularly of our youth), attraction, repatriation and immigration.

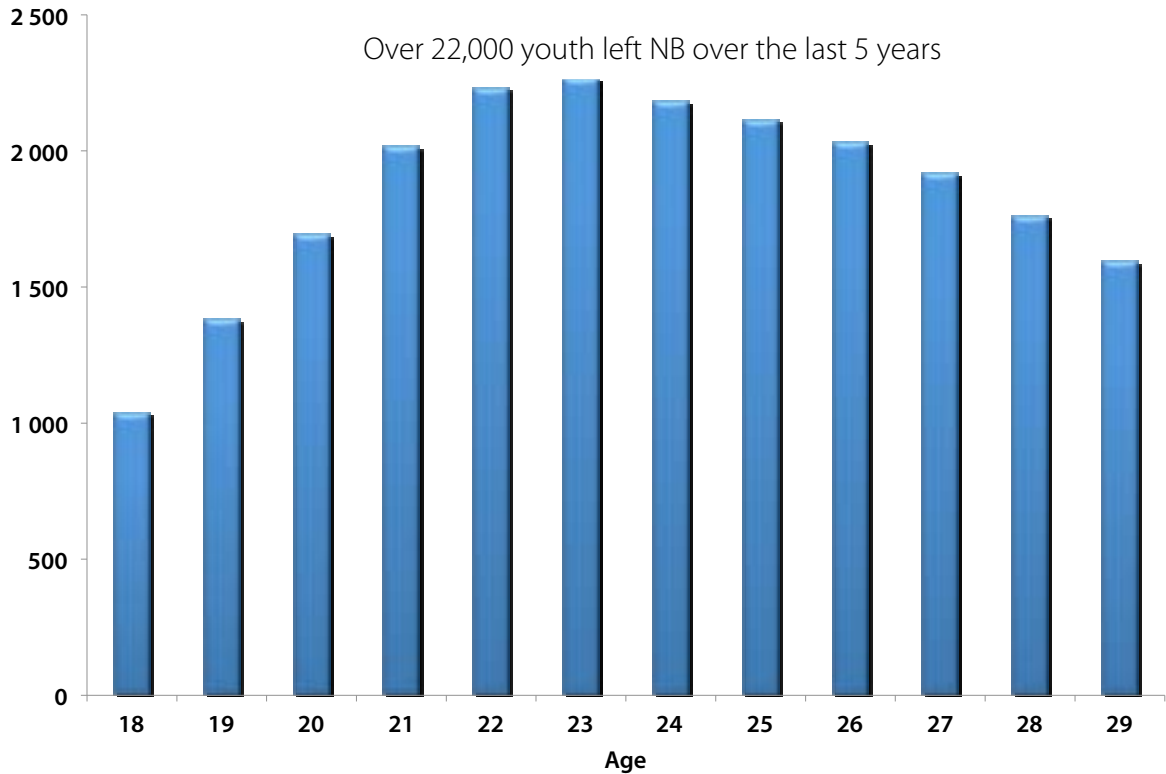


Objectives	Strategies
<p>To attract home Anglophone, Francophone and First Nations New Brunswick expatriates living in other parts of Canada and the world.</p>	<p>Promote New Brunswick’s career and lifestyle opportunities.</p> <p>Support provincial economic growth through increasing the number of entrepreneurs starting new businesses or assuming responsibility for existing New Brunswick business.</p> <p>Provide support services to emerging entrepreneurs to ensure they are successful in operating a business in New Brunswick.</p>
<p>To increase immigrant retention to 77 per cent.</p>	<p>Integrate newcomers, expatriates and other Canadians into New Brunswick’s economy and communities.</p> <p>Build welcoming and inclusive communities across New Brunswick.</p> <p>Ensure newcomers have access to the settlement services needed to succeed in our labour market (e.g. language training, foreign credential recognition).</p> <p>Ensure integrity of New Brunswick’s immigration programming through the development of provincial immigration legislation.</p>
<p>To increase the number of Francophone immigrants coming to New Brunswick by 3 per cent annually, to a total of 23 per cent by 2017.</p>	<p>Develop promotion and attraction, as well as settlement activities targeted towards Francophones.</p> <p>Actively partner with the federal government to develop a Francophone Immigration Agreement, focused on expanding recruitment and settlement services for Francophone immigrants in New Brunswick.</p>
<p>To enhance collaboration between provinces in meeting labour market needs.</p>	<p>Improve the recognition of professional credentials from other provinces and countries to increase attraction and retention of skilled workers. Work with the other Atlantic provinces and federal government to develop an Atlantic Canadian Immigration Strategy that provides more provincial control and targets the common needs of Atlantic provinces in growing our populations and workforces. Ensure that New Brunswick implementation of this strategy respects the linguistic makeup of the province.</p> <p>Promote efforts to increase collaboration between provinces to support ongoing improvements in the quality and accessibility of labour market information.</p>

Goal: Invest in our youthⁱⁱ population

Our youth of today are mobile as shown by the over 22,000 New Brunswick youth that migrated to another province over the past five years. We have invested in our youth and now we need to invest in keeping them here.

Youth inter-provincial out migrationⁱⁱⁱ



We need to ensure our province is positioned to have our youth stay and work in New Brunswick. In order to do so, more research will be required to allow us to focus our efforts in the areas that will have the greatest impact in helping them make the decision to stay in New Brunswick.

Also, our youth need to have a seamless plan that takes them from elementary to high school through post-secondary education and into the workforce.

Objectives	Strategies
To increase retention of our youth.	Implement a Youth Employment Fund to give unemployed 18 – 29 year olds training and work experience here in New Brunswick.
To increase repatriation of our youth.	Target job and career opportunities to young New Brunswickers.
To increase the number of students choosing to study, work and stay in New Brunswick.	<p>Enhance youth awareness of current and future career opportunities. This will build upon our efforts to promote labour market information in schools through educators, students, and parents.</p> <p>Ensure youth remain connected with the Province through comprehensive promotion of job and career opportunities in New Brunswick.</p> <p>Work cooperatively with New Brunswick’s colleges and universities to develop a provincial post-secondary education student recruitment strategy focused on aggressively promoting New Brunswick as the location of choice.</p>



Goal: Ensure labour policy and legislation is progressive

To attract and retain a skilled workforce, New Brunswick must improve its approach to the treatment of workers and respect for basic human rights. At the same time, departments of labour across Canada are being challenged to more closely align labour policy and legislative development to good jobs, economic development and social policy goals.

Objectives	Strategies
<p>To ensure we have progressive labour legislation that balances the interests of workers and business.</p>	<p>Engage in broad public consultation regarding legislative changes to reflect the interests of New Brunswickers.</p> <p>Comprehensive review of labour legislation:</p> <ul style="list-style-type: none"> • Industrial Relations Act • Employment Standards Act • Occupational Health and Safety Act • Workplace Health, Safety and Compensation Commission Act • Workers' Compensation Act • Human Rights Act <p>Subject all legislation to a regular schedule of review to ensure that it is relevant, up- to-date, and balanced.</p> <p>To raise the minimum wage to \$11.00 per hour by 2017 and thereafter by inflation.</p> <p>Work to reverse changes to the Employment Insurance program and ensure the unique nature of seasonal industries in the Atlantic economy is recognized.</p>
<p>To lead the development of safe, healthy and balanced workplace policies for province-wide application.</p>	<p>Foster the development of safe and healthy workplace policies including, but not limited to; psychological health and anti-violence in the workforce.</p> <p>Ensure policies are developed with appropriate considerations, such as the Children's Rights Impact Assessment (CRIA), Gender Based Analysis (GBA), and First Nations awareness.</p>

Key result area - Skills

We need to take steps to close workforce gaps today as well as improve literacy and education in the longer term. Our working – age population need the right skills for the jobs that are available here and our institutions need the tools to build those skills.

Goal: Improve literacy and essential skills

Literacy is defined as the ability to understand and use printed information in daily activities at home, at work and in the community, and to achieve one’s goals and develop one’s knowledge and potential. Improving literacy skills can have a positive impact on people’s lives in areas such as employability, wage rates, income and healthy lifestyle.

Essential skills are the foundational skills required to successfully participate in the labour market. They help people perform the tasks required by their occupation, provide people with a foundation for learning other skills and enhance people’s ability to innovate and adapt to workplace change. These include: reading, writing, document use, numeracy, computer use, thinking skills, oral communication, working with others and continuous learning.

In the workplace, companies have consistently reported the benefits from improved essential skills of employees, including: increased ability to undertake training; better team performance; improved labour relations; improved quality of work; increased output; fewer errors; better health and safety records; and better employee retention. These all contribute to greater productivity and flexibility, and ultimately, economic competitiveness and success.

Objectives	Strategies
To increase opportunities and programs available to support New Brunswickers in reaching their potential.	Implement a comprehensive literacy strategy that involves the public education system, employers and community agencies. Restore funding to adult literacy

Goal: Accelerate training and educational opportunities

Post-secondary education is one of the keys to greater prosperity in this province. To reach this objective, all partners must align their efforts and ensure a natural, consistent link between training and labour force needs. We must make effective use of our education and training resources, while ensuring they are accessible, responsive and sustainable.

Government currently funds post-secondary education at a cost of over \$300 million per year. To make effective use of our education and training resources and develop responsive and meaningful targets, we must rely on the best data and labour market projections. A solid base of information is the critical foundation for our education and training programs and actions.



Objectives	Strategies
<p>To improve the responsiveness of our post-secondary education system to provincial labour market needs.</p>	<p>Enhance partnerships between government, post-secondary organizations and industry.</p> <p>Work with our publicly –funded universities to have them better align their work with public policy goals</p> <p>Close the gap between workforce skills and the needs of the information communication technology (ICT) industry.</p> <p>Enhance expectations and accountability between government and post –secondary educational organizations. Including the need to appear annually before a legislative committee to account for how they have spent taxpayers’ dollars and helped the province foster economic growth and skills development.</p> <p>Enhance our focus on quality and learning outcomes.</p> <p>Develop better labour market data to drive policy, programming and funding decisions.</p>
<p>To increase opportunities for students to build upon prior learning.</p>	<p>Enhance collaboration between post-secondary education programs/ institutions/ industry and businesses within New Brunswick, as well as Atlantic Canada.</p>
<p>To make post-secondary education more affordable and accessible.</p>	<p>Eliminate parental and spousal contributions and provide student-loan interest relief to new parents.</p> <p>Provide new financial assistance to those with the greatest financial need to allow them to attend university, college or other post-secondary training programs.</p> <p>Require universities to set tuition fees for the length of a degree program. This would be facilitated by giving universities a four-year funding forecast so they can reliably set tuition rates in advance.</p> <p>Encourage under-represented groups to attend college or university through education about education.</p> <p>Establish a distance learning centre of excellence to improve opportunities for education for rural New Brunswickers.</p>
<p>To enhance continuous learning opportunities.</p>	<p>Provide a training tax credit to small businesses that pay for continuous learning opportunities for their employees.</p>

Goal: Enhance experiential learning opportunities

Learning is a lifelong activity. Individuals who have applied learning experiences are better prepared for the workforce. They are also better equipped to make choices about further training and development related to their interests and abilities.

Objectives	Strategies
To expand access to experiential learning.	Develop a strategy to facilitate and expand the matching of learners with employers and educational institutions to access experiential learning.
To enhance apprenticeship opportunities.	Create an employer engagement strategy aimed at increasing the number of employer sponsors for apprenticeship by leveraging and increasing the partnership with industry.



Key result area - Jobs

Goal: Create opportunity for all New Brunswickers

We must maximize the full potential of all New Brunswickers in order to meet our economic potential. Our opportunities in this regard are vast. Many New Brunswickers are not currently included in the workforce or reaching their full potential in the labour market. However, of those not in the workforce, many have the ability and desire to enter, re-enter or advance in the labour market.

Unique challenges are experienced by various groups of individuals as they attempt to enter or remain in the labour market. These include, but are not limited to, attachment to the workforce, or ability to find a job. It is critical that we fully understand and develop strategies to address their unique needs. Such priority groups may include First Nations, newcomers, older workers, persons with disabilities (including injured workers), social assistance recipients, visible minorities, women, and youth.

Sample of priority group share of New Brunswick population (age 15 and over) ^{iv}

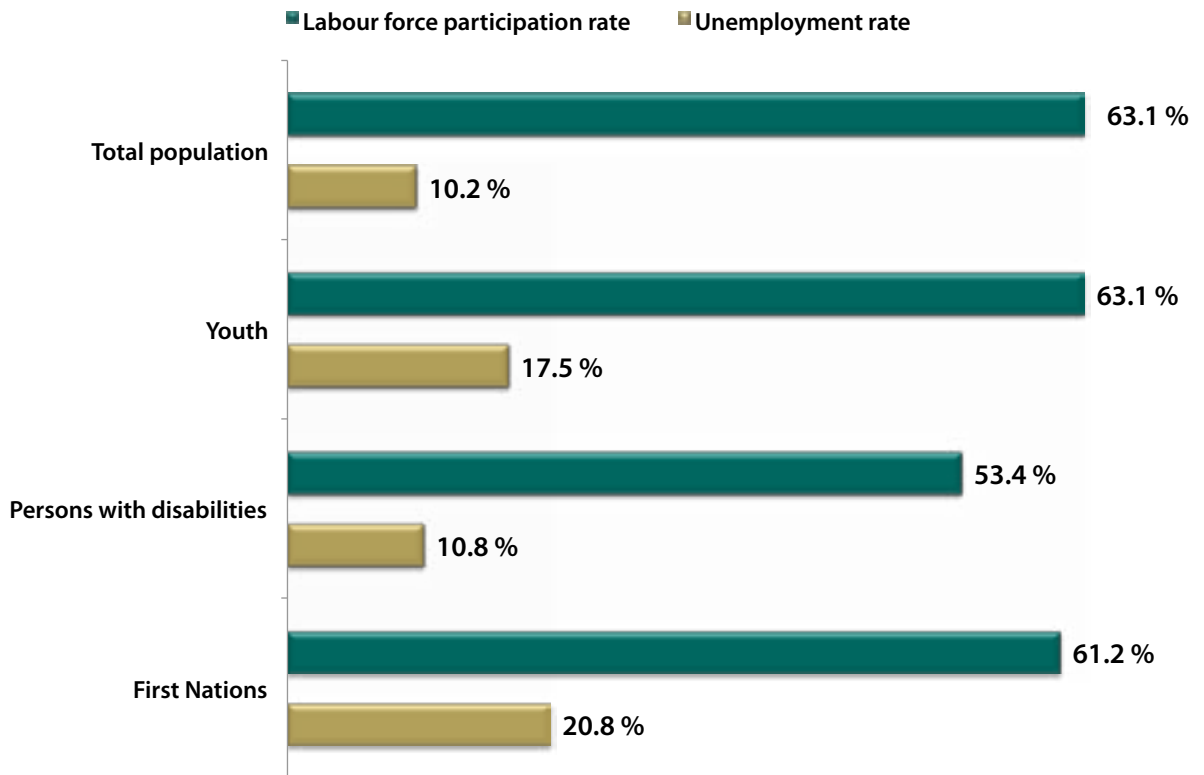
Priority Group	Share of New Brunswick Population Age 15 and Above
First Nations	2.7% ¹
Persons With Disabilities	16.4%
Visible Minorities	1.8%
Youth	14.6%
Older Workers	17.9%
Immigrants	4.2%

There are varying labour market challenges facing each of these groups, including but not limited to, attachment to the workforce or ability to find a job. We need to fully understand the challenges and develop strategies that address their unique needs. In addition, we aim to find sustainable employment for persons on social assistance and to ensure that families can contribute to the economy while raising their children and helping their parents into retirement.

Our opportunities are vast. First Nations New Brunswickers have the potential to fill worker shortages as they have a young and growing population base in New Brunswick. The median age of the 22,615 First Nations living in New Brunswick is 28 compared to 44 for non-First Nations New Brunswickers.

1. First Nations New Brunswickers have a young and growing population base in New Brunswick. The median age of the 22,615 First Nations living in New Brunswick is 28 compared to 44 for non-First Nations New Brunswickers.

New Brunswick Labour Force Participation and Unemployment rates for selected priority groups^v



Regardless of the type of challenge, a renewed focus on helping people gain knowledge, skills, qualifications and supports to succeed in the workforce will help meet the growing demand for labour in coming years. Partnerships and increased understanding and appreciation between industry and this aspect of the labour force will also ensure we are able to create equality of opportunity for all New Brunswickers.

Objectives	Strategies
<p>To increase labour force participation and employment rates among priority groups.</p>	<p>Encourage our multi-sectorial partners to create opportunities for priority groups, including – First Nations, newcomers, older workers, persons with disabilities (including injured workers)^{vi}, social assistance recipients, visible minorities, women, and youth</p> <p>Promote New Brunswick entrepreneurship opportunities to First Nations communities.</p> <p>Expand efforts to increase the number of women in non-traditional roles, such as skilled trades, engineering and technology.</p> <p>Work with government partners on initiatives to remove barriers to employment for families.</p> <p>Implement a comprehensive system to connect social assistance clients to sustainable employment.</p>



Goal: Connect people to jobs and jobs to people

Increasing awareness of current labour market opportunities will help meet the needs of both business and our population. Every day we see people looking for work while businesses have vacancies that remain unfilled. In some cases, additional training or supports are required to create a match. Opportunities to develop the right skills are available and will only grow in the future.

To help people make the decision to stay in New Brunswick we want to make it easy to know where to find jobs and where potential growth opportunities are in the future.

Objectives	Strategies
To ensure awareness of current and future job market opportunities.	<p>Use accurate and relevant labour market information (including labour market assessment / skills gap analysis).</p> <p>Connect with industry in order to understand their specific labour force needs.</p>
To make information on job opportunities easier to understand and more readily available for all New Brunswickers.	<p>Enhance NBjobs.ca to incorporate the resume databank, develop a virtual employment centre for youth and expand linkages.</p> <p>Enhance promotion of NBjobs.ca.</p> <p>Replicate regional best practice for bringing knowledge to people looking for work. e.g. regional job fairs, work rooms in schools.</p>



Goal: Invest in employment programs and services

It is critical that we have a skilled workforce that is able to respond to current and future labour market opportunities. We need to work closely with individuals, communities, businesses, industries and labour representatives to ensure our employment programs are targeted and designed to meet our current and future labour market needs.

Objectives	Strategies
<p>To enhance programs and services to meet the emerging needs of clients and the labour market.</p>	<p>Identifying workforce skills shortages and pairing companies with students in targeted programs through education contracts, with the company offsetting tuition costs in exchange for the students going to work for the company.</p> <p>Design employment programs and services based on accurate and timely labour market information to support labour market needs.</p>
<p>To promote employment programs in order to expand awareness and program participation.</p>	<p>Increase and expand the workplace essential skills program for employed individuals through enhanced engagement with our industry partners.</p> <p>Develop and implement a comprehensive communication strategy with multi-sectorial partners to expand awareness of employment programs.</p>



Our Department and People

Our organization is diverse and has the opportunity to make a difference in the future of our province. The ability to deliver on our goals rests with our Department being effective, responsible, aligned, and our people being excited about the opportunity to influence the outcome of New Brunswick.

Objectives	Strategies
<p>To enhance our focus, alignment and accountability.</p>	<p>Comprehensive implementation of the GNB Formal Management System.</p> <p>Implement divisional/branch/individual work plans that are linked to the Strategic Plan.</p> <p>Establish a comprehensive program evaluation to ensure programs are best designed to meet goals and objectives.</p> <p>Develop a human resource plan that ensures our resources are in line with our priorities.</p> <p>Develop a research agenda for the department that addresses the information needed to meet our goals.</p>
<p>To promote organizational commitment and confidence among employees.</p>	<p>Develop an internal communications strategy which promotes a culture of enhanced information sharing, openness of communication and organizational commitment.</p> <p>Promote change leadership within the organization.</p>
<p>To promote leadership continuity.</p>	<p>Implement a talent management strategy and succession planning model.</p> <p>Ensure individual work plans and performance reviews are linked to organizational goals.</p>
<p>To promote a whole government approach to people, skills and jobs.</p>	<p>Encourage employees to serve as ambassadors with other departments to enhance awareness of our Department's goals and objectives.</p> <p>Promote a whole government lens to developing related policies or initiatives.</p>

References

- i. Source: Statistics Canada. Table 051-0001 – Estimates of population, by age group and sex, Canada, provinces and territories, annual (persons), CANSIM.
- ii. Defined as ages 18-29.
- iii. Source: Statistics Canada. Table 051 – 0012 – Interprovincial migrants, by age group and sex, Canada, provinces and territories, annual (persons), CANSIM.
- iv. Source: 2013 Profile of the New Brunswick Labour Force, Province of New Brunswick.
- v. Source: 2013 Profile of the New Brunswick Labour Force, Province of New Brunswick. This data defines youth as age 15 – 24.
- vi. Injured workers are not specifically included in these figures.

