Re: Your request for access to information under Part II of the Access to Information and Protection of Privacy Act, 2015 [Our File #: AESL/047-051/2018]

On December 18, 2018 the Department of Advanced Education, Skills and Labour received your five requests for access to records/information. Per your email to Mr. David Moore on that day, you have agreed to combine these requests for access to the following information notes into one response:

- College of the North Atlantic's Modernization Plan - September 2018 Update.
- Information Note - Memorial University's Proposed Faculty of Law.
- Information Note - Changes to Academic Programming at College of the North Atlantic.
- Information Note - Innu Impact and Benefits Agreement (IBA) Pay-outs.

I am pleased to inform you that your request for access to this information has been granted in part and the responsive records are attached. Access to the remaining records, and/or information contained within the records, has been refused in accordance with the following exception to disclosure, as specified in the Access to Information and Protection of Privacy Act, 2015 (the act):

Section 30.(1) The head of a public body may refuse to disclose to an applicant information
a. that is subject to solicitor and client privilege or litigation privilege of a public body;

Section 42 of the act provides that you may ask the Information and Privacy Commissioner to review this partial refusal of access or you may appeal the refusal to the Supreme Court Trial Division. A request to the Information and Privacy Commissioner shall be made in writing within 15 business days of the date of this letter or within a longer period that may be allowed by the Commissioner.
The address and contact information of the Information and Privacy Commissioner is as follows:

Office of the Information and Privacy Commissioner
2 Canada Drive
P. O. Box 13004, Stn. A
St. John’s, NL A1B 3V8

Telephone: (709) 729-6309
Facsimile: (709) 729-6500

In the event you wish to appeal to the Supreme Court, you must do so within 15 business days of the date of this letter. Section 52 of the act sets out the process to be followed when filing such an appeal.

Please be advised that responsive records will be published following a 72 hour period after the response is sent electronically to you or five days in the case where records are mailed to you. It is the goal to have the responsive records posted to the Completed Access to Information requests website within one day following the applicable period of time.

If you have any further questions, please feel free to contact the undersigned at (709) 729-4276 or SharonSeaward@gov.nl.ca.

Sincerely,

SHARON SEAWARD
ATIPP Coordinator

Attachment
Information Note
Department of Advanced Education, Skills and Labour

Title: Canada-Newfoundland and Labrador Job Fund Agreement (JFA) Performance Report 2017-18

Issue: To provide information on the current status of the JFA Performance Report for 2017-18.

Background and Current Status:
- The 2017-18 Canada-Newfoundland and Labrador Job Fund Annual Plan, Newfoundland and Labrador established priorities to deliver programs and supports to:
  - Encourage greater employer involvement in training to ensure that skills are aligned to job opportunities, particularly in sectors facing skills mismatches and shortages;
  - Ensure Newfoundland and Labrador's labour market programs meet the needs of employers, including small and medium-sized businesses; and
  - Ensure programs help Newfoundlanders and Labradorians to develop the skills necessary to quickly find and maintain employment.

- With the signing of the new labour market transfer agreements (LMTAs) in March 2018, going forward the Labour Market Development Agreement for Persons with Disabilities (LMAPD) programs and services will become part of the new Workforce Development Agreement (WDA).

- Section 27 and 28 of the JFA agreement outlines accountabilities required for performance measurement and annual reporting on results of these priorities to determine if the programs are having the desired and expected impacts.

- Further, Annex 2 of the JFA agreement outlines the common set of indicators required to be collected from individuals and organizations at intake, as well as outcome indicators after the intervention – for some, at three and 12 months following intervention.

- Many of the administrative reporting requirements are recorded by departmental staff through program administration methods, such as the Labour Market Programs Support System (LaMPSS). However, a number of other reporting requirements can only be obtained through additional client follow-up, the capacity for which is not currently available in LaMPSS or regular program administration methods.

- For JFA, the annual performance report is due to the Federal Government by October 1 following the end of that fiscal year. Notification has been provided to the Federal Government that the report would be forthcoming; however, slightly delayed beyond the October 1 deadline.

- A copy of the JFA Performance Report 2017-18 is attached in Annex 1.

Analysis:
- The audited financial statement for this fiscal year is also provided for information purposes.

- The majority of the report was prepared over the fall of 2018, with client and employer information collected in LaMPSS, and outcome information collected through client and employer surveys conducted by Employment and Training Division staff.
Action Being Taken:

- The Employment and Training Programs Division will send the Canada-Newfoundland and Labrador Job Fund Agreement (JFA) Performance Report and Audited Financial Statement for 2017-18 to Employment and Skills Development Canada and post it on the AESL website, pending Executive and Ministerial approval.

- As part of negotiating the new Workforce Development Agreement, provinces and territories have agreed to a new Performance Measurement Strategy. This strategy strengthens the current performance measurement requirements by collecting information to better measure outcomes, strengthen the evidence base, and improve reporting on results.

- To implement the new strategy, funding has been identified to enhance systems. As a result, indicators will be more readily captured within LaMPSS and performance reporting will become more streamlined and efficient.

Prepared/Approved by: B. Hanlon/W. Mavin
Ministerial Approval:

November 1, 2018
Canada-Newfoundland and Labrador Job Fund Agreement

Performance Report
2017-18

October 2018
Table of Contents

Introduction .................................................................................................................. 2

Background .................................................................................................................. 2

2017-18 Annual Plan Summary .................................................................................. 2

Purpose and Organization of the Report .................................................................... 2

Limitations of the 2017-18 Performance Report ....................................................... 3

Canada-Newfoundland and Labrador Job Grant ....................................................... 4

Employer Information ................................................................................................. 5

Participant Information .............................................................................................. 6

Employer Outcomes ................................................................................................... 7

Employment Services and Supports and Employer-Sponsored Training ............... 8

Service Delivery Information ..................................................................................... 8

Skills Development/Training Programs ..................................................................... 8

Adult Basic Education (ABE) Supports ................................................................... 8

Apprentices .................................................................................................................. 8

Skills Short Term Training ......................................................................................... 8

Benefits/Wage Subsidy Programs ............................................................................. 8

Apprenticeship Wage Subsidy .................................................................................. 8

Pre-Employment .......................................................................................................... 9

Work Supports ............................................................................................................. 9

Participant Information ............................................................................................. 9

Employer Information ................................................................................................ 12

Individual Outcomes ................................................................................................ 13

Employer Outcomes .................................................................................................. 14

ANNEX 1: Definitions and Key Terms ....................................................................... 15

ANNEX 2: Audited Financial Statement Summary ................................................... 19
Introduction

Background
The Department of Advanced Education, Skills and Labour (AESL) is responsible for the administration and implementation of the Canada-Newfoundland and Labrador Job Fund Agreement (JFA), which replaced the Labour Market Agreement that was signed in 2008. JFA was signed in July 2014, and provides approximately $7.4 million in annual federal funding to deliver programs and supports.

The agreement reinforced the common vision shared by Canada and Newfoundland and Labrador to create a strong, resilient and adaptable workforce with the skills needed to succeed in the province’s economy. The goal of the agreement is to increase the participation of residents in the labour force and to help them develop the skills necessary to find and keep meaningful and long-term employment. In March 2018, the new Canada-NL Workforce Development Agreement (WDA) was signed and replaces JFA going forward.

2017-18 Annual Plan Summary
As outlined in the 2017-18 Canada-Newfoundland and Labrador Job Fund Annual Plan, Newfoundland and Labrador established priorities to deliver programs and supports to:

- Encourage greater employer involvement in training to ensure that skills are aligned to job opportunities, particularly in sectors facing skills mismatches and shortages;
- Ensure Newfoundland and Labrador’s labour market programs meet the needs of employers, including small and medium-sized businesses; and
- Ensure programs help Newfoundlander and Labradorians to develop the skills necessary to quickly find and maintain employment.

To develop these priorities, and to help ensure that its programs and services continue to adjust to the evolving labour market needs of individuals and employers, Newfoundland and Labrador also outlined the stakeholders who are regularly engaged in consultations. Examples of these consultation activities include Workforce Development roundtables, actively participating in the St. John’s Board of Trade Labour Market Committee, engaging Francophone organizations, and conducting interdepartmental consultations and dialogue. Key partners in programs and policy development include employers, community groups, regional development agencies, labour organizations, business and industry associations, educational institutions, student groups, municipalities, federal government departments and other provincial government departments.

Purpose and Organization of the Report
This report provides a profile of individual clients and employers who participated in employment and training programs funded under JFA for the 2017-18 fiscal year.

The report summarizes the socio-demographic characteristics of clients, the types of programs in which they participated, their employment outcomes twelve months following participation, and their satisfaction with the program. Participating employer/organization characteristics and their assessment of the impact of the program(s) on their companies/organizations are also included in this report.
Information and outcome results for the Canada-Newfoundland and Labrador Job Grant individuals and employers are presented first, followed by information and outcome results for the Employment Services and Supports as well as Employer-Sponsored Training programs. A presentation of key terms for JFA for the 2017-18 fiscal year is contained in the annexes of this report.

The final annex of this report also contains the audited financial statement for JFA for the 2017-18 fiscal year, as per the reporting requirements of JFA.

Limitations of the 2017-18 Performance Report
Since the implementation of the Labour Market Programs Support System (LaMPSS), Newfoundland and Labrador has the capability of providing more consistent and timely reporting functionality than was previously available. Plans are in place to continually improve the breadth and depth of program information available in LaMPSS. As a result, some information is not always readily available for reporting. This annual report represents program information that was available at the time.

Outcome data resulted from a combination of administrative data and follow-up surveys to a sample of individual clients and employers participating in programs funded by JFA. Consequently, only individuals and employers who agreed to participate in follow-up are reported on in this document.

As not all clients participating in programs in 2017-18 could be followed up at twelve month intervals, outcomes are reported for all clients who reached their twelve month post program in 2017-18. As a result, some of these clients may have completed their programming in the previous fiscal year.

To ensure appropriate data is collected for future programming, Newfoundland and Labrador has worked with the Federal Government, along with other provinces/territories, to develop a new Performance Measurement Strategy for the new Workforce Development Agreement. As a result of these new requirements, many of the previous reporting mechanisms are no longer mandatory. These include completing three and 12 month surveys post-intervention. Outcomes will be recorded at intervention completion and the closure of the employment plan, with matching to Employment Insurance (EI) and Canada Revenue Agency (CRA) data to validate long term outcomes of clients. Additionally, gathering individual level data for clients in ‘light-touch’ or ‘no-touch’ interventions (e.g., clients participating in interventions where a third-party received funding and the province has little to no interaction with the individual to collect data). Information on these individuals will be reported in aggregate and qualitative formats. Once fully implemented, the new Performance Measurement template provided by the Government of Canada will help to ensure that reliable and credible data is collected for longer-term evaluation purposes and for answering broader questions about program and service performance.
Canada-Newfoundland and Labrador Job Grant

Service Delivery Information

The Canada-Newfoundland and Labrador Job Grant (CJG) was implemented on August 12, 2014. CJG provides a financial contribution to employers for employer-sponsored training for existing and new employees. Training costs are shared between the employer and government. The goal of the program is to increase labour force participation and to help develop the skills necessary to find and keep meaningful and long term employment and to encourage employer involvement in training to ensure that skills are aligned to job opportunities.

In 2017-18, a total of 200 funding agreements were approved for funding, with 161 employers or organizations participating. Overall, the average budgeted amount of $16,487 per CJG was provided to each employer or organization.

Most of the training activities for participants involved training in specialized or technical skills (49.0 per cent). This was followed by development of management skills (36.0 per cent), while others involved soft skills (10.0 per cent) and training in essential skills (5.0 per cent).

Private training providers were the most utilized type of training provider (50.5 per cent), followed by universities (44.5 per cent) and colleges (5.0 per cent).

Over two thirds of CJG agreements were for training of more than 180 hours (70.5 per cent). This was followed by training of more than 30 hours to 180 hours (19.0 per cent), training of 10 hours to 30 hours (1.5 per cent) and training of less than 10 hours (9.0 per cent), as shown in Figure 1.

Figure 1: Canada-Newfoundland and Labrador Job Grant by Duration of Training, 2017-18
Employer Information

A total of 161 unique employers or organizations received grants for 2017-18. Of these employers, 99 (61.5 per cent) were classified as small (having 50 or fewer employees), 54 (33.5 per cent) were classified as medium (between 51 and 499 employees), and eight (5.0 per cent) were classified as large (500 employees or more).

The most common industry sector (classified by the North American Industry Classification System, 2017) for the 200 agreements (161 total employers) was identified as professional, scientific and technical services, with 39 employers, or 19.5 per cent of the total. This was followed by 10.5 per cent of employers in the retail trade and mining, quarrying, and oil and gas extraction sectors. Table 1 contains the industry sector breakdown of participating employers.

**Table 1: Canada-Newfoundland and Labrador Job Grant Employers by Industry Sector, 2017-2018**

<table>
<thead>
<tr>
<th>Industry Sector</th>
<th>#</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accommodation and food services</td>
<td>7</td>
<td>3.5</td>
</tr>
<tr>
<td>Administrative and support, waste management and remediation services</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Agriculture, forestry, fishing and hunting</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>Arts, entertainment and recreation</td>
<td>9</td>
<td>4.5</td>
</tr>
<tr>
<td>Construction</td>
<td>11</td>
<td>5.5</td>
</tr>
<tr>
<td>Educational services</td>
<td>6</td>
<td>3.0</td>
</tr>
<tr>
<td>Finance and insurance</td>
<td>5</td>
<td>2.5</td>
</tr>
<tr>
<td>Health care and social assistance</td>
<td>14</td>
<td>7.0</td>
</tr>
<tr>
<td>Information and cultural industries</td>
<td>10</td>
<td>5.0</td>
</tr>
<tr>
<td>Management of companies and enterprises</td>
<td>3</td>
<td>1.5</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>7</td>
<td>3.5</td>
</tr>
<tr>
<td>Mining, quarrying, and oil and gas extraction</td>
<td>21</td>
<td>10.5</td>
</tr>
<tr>
<td>Other services (except public administration)</td>
<td>12</td>
<td>6.0</td>
</tr>
<tr>
<td>Professional, scientific and technical services</td>
<td>39</td>
<td>19.5</td>
</tr>
<tr>
<td>Public administration</td>
<td>1</td>
<td>0.5</td>
</tr>
<tr>
<td>Real estate and rental and leasing</td>
<td>3</td>
<td>1.5</td>
</tr>
<tr>
<td>Retail trade</td>
<td>21</td>
<td>10.5</td>
</tr>
<tr>
<td>Transportation and warehousing</td>
<td>19</td>
<td>9.5</td>
</tr>
<tr>
<td>Utilities</td>
<td>2</td>
<td>1.0</td>
</tr>
<tr>
<td>Wholesale trade</td>
<td>4</td>
<td>2.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>200</td>
<td>100.0</td>
</tr>
</tbody>
</table>
Participant Information
In 2017-18, 1396 clients benefited from CJG. A number of clients indicated on their participant information forms that they were employed prior to commencing training (44.7 per cent) while 3.9 per cent indicated they were unemployed. The remainder of clients did not indicate their pre-employment status (51.4 per cent).

Most of the clients were male (64.3 per cent), while 35.7 per cent were female. One individual identified as Indigenous, and five identified as a person with a disability (both are less than 1 per cent).

Of the 709 participants who provided their age, the average age of a CJG participant was between 31-40 years of age. There was also a high number of individuals between 41-50 years of age (27.6 per cent) and 13.6 per cent of participants were between the ages of 18-29 years.

Figure 2: Canada-Newfoundland and Labrador Job Grant Clients by Age Category, 2017-18

Of the 692 that indicated their highest level of education, 61.9 per cent had a college or university (35.5 per cent with a diploma and 26.4 per cent with a degree). 33.9 per cent had completed high school, with less than 1 per cent (two individuals) achieving high school equivalency, while only 2.7 per cent did not have a high school diploma. Many of this latter group was between the ages of 54-60 years of age. Two individuals indicated they only completed partial university (less than 1 per cent), (As shown in Figure 3).
Figure 3: Canada-Newfoundland and Labrador Job Grant Participants by Highest Level of Education, 2017-18

Employer Outcomes

Most of the training activities for participants involved training in specialized or technical skills (49.0 per cent). This was followed by development of management skills (36.0 per cent), while others involved soft skills (10.0 per cent) and training in essential skills (5.0 per cent).

Training Activities
Most employers indicated that they provide some form of assistance to employees for training. This included financial assistance, time off for training, or training done on-site by their own people.

Most employers participating in the CJG program indicated that the grant had an impact on their company or organization. When asked about the impacts, all indicated it provided the ability to train employees, including promoting employees and assisting with succession planning.

Almost all employers were satisfied with their overall experiences when participating in the CJG program.

**Employment Services and Supports and Employer-Sponsored Training**

**Service Delivery Information**

There are a number of employment supports and employer-sponsored training programs funded through JFA and delivered by the Department of Advanced Education, Skills and Labour. These include Skills Development/Training programs and Benefits/Wage Subsidy programs.

**Skills Development/Training Programs**

**Adult Basic Education (ABE) Supports**

The program provides eligible clients with support to participate in ABE or General Educational Development (GED) preparation. Specifically, it targets clients eligible under Income Support or JFA (non-EI eligible, low literacy, low skilled). Supports may include transportation, start-up and stipends. Note - tuition for clients under ABE is paid directly by the department to the ABE service provider and not from ABE Supports. Supports for clients participating in either GED preparation course or GED home based study are eligible.

**Apprentices**

Apprentices who are directed by Newfoundland and Labrador to full-time in-school apprenticeship training may be assisted. Non EI-eligible participants may be provided with financial assistance during the in-class portion of their apprenticeship training.

**Skills Short Term Training**

The Skills Short Term Training program provides eligible clients with support to participate in job skills related short term training to help them with preparing, obtaining or maintaining employment. This program specifically targets clients eligible under Income Support or JFA (non-EI eligible, low literacy, low skilled). Training must complement the client’s employment plan; duration must be between a minimum of a half day to 12 weeks or less and the client cannot be eligible under Student Aid.

**Benefits/Wage Subsidy Programs**

**Apprenticeship Wage Subsidy**

The Apprenticeship Wage Subsidy (AWS) program assists apprentices to gain work experience in their skilled trade, and progress to journey person certification by providing a wage subsidy to employers who
hire apprentices. The program provides a wage subsidy of 75 per cent, to a maximum of $14 an hour, for all apprentices funded under the program, and is paid directly to the employers who hire the apprentice.

Pre-Employment
The Pre-Employment program provides eligible clients with support to participate in pre-employment training that may include personal life skills development, career planning, employment readiness or job maintenance. This program specifically targets clients eligible under Income Support or JFA (non-EI eligible, low literacy, low skilled). Training may include combinations of in-class and on-the-job segments. Supports may include transportation, monthly stipends and child care.

Work Supports
The Work Supports program provides eligible clients with work-related supports to assist them with seeking, obtaining or maintaining employment. This program specifically targets clients eligible under Income Support or JFA (non-EI eligible, low literacy, low skilled). Supports may include specific work clothing, job-required tools and assistance with personal need in preparing for work search or job interviews. Various forms of client assessment, such as diagnostic, Prior Learning Assessment, may also be paid under Work Supports.

Participant Information
In 2017-18, 1,935 clients benefited from various employment services and supports and employer sponsored training funded through JFA. A distribution by program is provided in Table 2.

<table>
<thead>
<tr>
<th>Program</th>
<th>Number of Clients</th>
<th>Percentage of Clients</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skills Development/ Training Programs</td>
<td>931</td>
<td>48.1%</td>
</tr>
<tr>
<td>ABE Supports</td>
<td>801</td>
<td>41.4%</td>
</tr>
<tr>
<td>Apprentices</td>
<td>76</td>
<td>3.9%</td>
</tr>
<tr>
<td>Skills Short Term Training</td>
<td>54</td>
<td>2.8%</td>
</tr>
<tr>
<td>Benefits/ Wage Subsidy Programs</td>
<td>1,004</td>
<td>51.9%</td>
</tr>
<tr>
<td>Apprenticeship Wage Subsidy</td>
<td>161</td>
<td>8.3%</td>
</tr>
<tr>
<td>Pre-Employment</td>
<td>311</td>
<td>16.1%</td>
</tr>
<tr>
<td>Work Supports</td>
<td>532</td>
<td>27.5%</td>
</tr>
<tr>
<td>Total</td>
<td>1,935</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

Of the 1,698 clients with pre-intervention status available, most were unemployed (1,462) prior to participating in the program, with a further 130 clients indicating that they were underemployed prior to participation. Table 3 shows distribution of clients by their pre-intervention employment status. Note that pre-intervention information was not available for Apprentices (76) or Apprenticeship Wage Subsidy participants (161).
Table 3: Distribution of Clients by Pre-intervention Employment Status (where available), 2017-18

<table>
<thead>
<tr>
<th>Program</th>
<th>Employed</th>
<th>Self-employed</th>
<th>Underemployed</th>
<th>Unemployed</th>
<th>Unknown</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skills Development/ Training Programs</td>
<td>14</td>
<td>0</td>
<td>98</td>
<td>738</td>
<td>6</td>
</tr>
<tr>
<td>ABE Supports</td>
<td>13</td>
<td>0</td>
<td>97</td>
<td>687</td>
<td>4</td>
</tr>
<tr>
<td>Skills Short Term Training</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>51</td>
<td>2</td>
</tr>
<tr>
<td>Benefits/ Wage Subsidy Programs</td>
<td>73</td>
<td>3</td>
<td>32</td>
<td>724</td>
<td>10</td>
</tr>
<tr>
<td>Pre-Employment</td>
<td>4</td>
<td>3</td>
<td>9</td>
<td>291</td>
<td>3</td>
</tr>
<tr>
<td>Work Supports</td>
<td>69</td>
<td>0</td>
<td>23</td>
<td>433</td>
<td>7</td>
</tr>
<tr>
<td>Total</td>
<td>87</td>
<td>3</td>
<td>130</td>
<td>1462</td>
<td>16</td>
</tr>
<tr>
<td>Percentage</td>
<td>5%</td>
<td>0%</td>
<td>8%</td>
<td>86%</td>
<td>1%</td>
</tr>
</tbody>
</table>

The majority of the 1,935 total clients (1007, or 52.1 per cent) were male, while 47.9 per cent (928 clients) were female. A breakdown of gender by program is provided in Table 4.

Table 4: Clients by Gender, 2017-18

<table>
<thead>
<tr>
<th>Program</th>
<th>Male</th>
<th>%</th>
<th>Female</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skills Development/ Training Programs</td>
<td>460</td>
<td>23.8%</td>
<td>469</td>
<td>24.2%</td>
</tr>
<tr>
<td>ABE Supports</td>
<td>359</td>
<td>18.6%</td>
<td>440</td>
<td>22.7%</td>
</tr>
<tr>
<td>Apprentices</td>
<td>65</td>
<td>3.3%</td>
<td>11</td>
<td>0.6%</td>
</tr>
<tr>
<td>Skills Short Term Training</td>
<td>36</td>
<td>1.9%</td>
<td>18</td>
<td>0.9%</td>
</tr>
<tr>
<td>Benefits/ Wage Subsidy Programs</td>
<td>547</td>
<td>28.3%</td>
<td>459</td>
<td>23.7%</td>
</tr>
<tr>
<td>Apprenticeship Wage Subsidy</td>
<td>156</td>
<td>8.1%</td>
<td>5</td>
<td>0.25%</td>
</tr>
<tr>
<td>Pre-Employment</td>
<td>149</td>
<td>7.7%</td>
<td>164</td>
<td>8.5%</td>
</tr>
<tr>
<td>Work Supports</td>
<td>242</td>
<td>12.5%</td>
<td>290</td>
<td>14.9%</td>
</tr>
<tr>
<td>Total</td>
<td>1007</td>
<td>52.1%</td>
<td>928</td>
<td>47.9%</td>
</tr>
</tbody>
</table>
Overall, this client group was relatively young, with 931 (52 per cent) 30 and under, as is shown in Figure 5.

Figure 5: Clients by Age Category, 2017-18

Seventy seven identified themselves as Indigenous, while 188 identified as being a person with a disability. Thirty one indicated that they were an Immigrant.

Of the 1,577 clients with education levels available, the most common highest level of education for program participants was less than high school (744). Most of these individuals were participating in ABE programming to upgrade their credentials. Almost 25 per cent of clients (389) indicated that they have a post-secondary diploma. This group were predominately apprentices participating in Apprenticeship Wage Subsidy program. The number of clients with high school and some post-secondary for Apprentices and Apprenticeship Wage Subsidy clients was not available; however, these individuals would have all participated in a nine month pre-apprentice course before being considered eligible for the program. Clients’ highest level of education is shown in Table 5.

Table 5: Clients by Highest Level of Education, 2017-18

<table>
<thead>
<tr>
<th>Program</th>
<th>Less than high school</th>
<th>High School</th>
<th>Some postsecondary education</th>
<th>Diploma</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skills Development/ Training Programs</td>
<td>561</td>
<td>94</td>
<td>4</td>
<td>111</td>
</tr>
<tr>
<td>ABE Supports</td>
<td>551</td>
<td>76</td>
<td>4</td>
<td>9</td>
</tr>
<tr>
<td>Apprentices</td>
<td>0</td>
<td>n/a</td>
<td>n/a</td>
<td>76</td>
</tr>
<tr>
<td>Program</td>
<td>Less than high school</td>
<td>High School</td>
<td>Some postsecondary education</td>
<td>Diploma</td>
</tr>
<tr>
<td>----------------------------------------</td>
<td>-----------------------</td>
<td>-------------</td>
<td>------------------------------</td>
<td>---------</td>
</tr>
<tr>
<td>Skills Short Term Training</td>
<td>10</td>
<td>18</td>
<td>0</td>
<td>26</td>
</tr>
<tr>
<td>Benefits/ Wage Subsidy Programs</td>
<td>183</td>
<td>333</td>
<td>13</td>
<td>278</td>
</tr>
<tr>
<td>Apprenticeship Wage Subsidy</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>161</td>
</tr>
<tr>
<td>Pre-Employment</td>
<td>51</td>
<td>52</td>
<td>3</td>
<td>29</td>
</tr>
<tr>
<td>Work Supports</td>
<td>132</td>
<td>281</td>
<td>10</td>
<td>88</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>744</strong></td>
<td><strong>427</strong></td>
<td><strong>17</strong></td>
<td><strong>389</strong></td>
</tr>
<tr>
<td>Percentage</td>
<td><strong>47.2%</strong></td>
<td><strong>27.1%</strong></td>
<td><strong>1%</strong></td>
<td><strong>24.7%</strong></td>
</tr>
</tbody>
</table>

Employer Information

Other than CJG, the Apprentice Wage Subsidy program also supports employers to provide training in Newfoundland and Labrador. In 2017-18, 161 different employers received funding under JFA as part of participating in this program.

The most common trades for these 161 employers were Construction/Industrial Electrician (40 or 24.84 per cent), Carpenter (19 or 11.80 per cent), and Welder (22 or 13.77 per cent). Table 6 contains the trade breakdown of all employers under the Apprentice Wage Subsidy program in 2017-18.

Table 6: Employer-Sponsored Training Employers by Trade, 2017-2018

<table>
<thead>
<tr>
<th>Program</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Automotive Service Technician</td>
<td>11</td>
<td>6.83%</td>
</tr>
<tr>
<td>Carpenter</td>
<td>19</td>
<td>11.80%</td>
</tr>
<tr>
<td>Construction/Industrial Electrician</td>
<td>40</td>
<td>24.84%</td>
</tr>
<tr>
<td>Cook</td>
<td>7</td>
<td>4.35%</td>
</tr>
<tr>
<td>Heavy Duty Equipment Technician</td>
<td>21</td>
<td>13.04%</td>
</tr>
<tr>
<td>Industrial Mechanic (Millwright)</td>
<td>8</td>
<td>4.97%</td>
</tr>
<tr>
<td>Machinist</td>
<td>5</td>
<td>3.11%</td>
</tr>
<tr>
<td>Motor Vehicle Body Repairer (Metal and Paint)</td>
<td>1</td>
<td>0.62%</td>
</tr>
<tr>
<td>Plumber</td>
<td>7</td>
<td>4.35%</td>
</tr>
<tr>
<td>Refrigeration and Air Conditioning Mechanic</td>
<td>13</td>
<td>8.07%</td>
</tr>
<tr>
<td>Sheet Metal Worker</td>
<td>5</td>
<td>3.11%</td>
</tr>
<tr>
<td>Small Engine Repair</td>
<td>1</td>
<td>0.62%</td>
</tr>
<tr>
<td>Truck and Transport Mechanic</td>
<td>1</td>
<td>0.62%</td>
</tr>
</tbody>
</table>
### Individual Outcomes

In 2017-18, follow-up was completed with 997 individuals who participated in programs funded through JFA -52 week follow-up after program participation. As the Apprenticeship Wage Subsidy program is an employer focused program, follow-up information was not available for clients of this program. Table 7 shows distribution of follow-up by program and timeframe.

#### Table 7: Intervention Follow-up Fifty Two Weeks Post-intervention, 2017-18

<table>
<thead>
<tr>
<th>Program</th>
<th>52 week Outcome</th>
<th>Employed</th>
<th>Unemployed</th>
<th>Self-Employed</th>
<th>Unknown</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skills Development/ Training Programs</td>
<td>321</td>
<td>103</td>
<td>152</td>
<td>4</td>
<td>62</td>
</tr>
<tr>
<td>ABE Supports</td>
<td>196</td>
<td>37</td>
<td>130</td>
<td>1</td>
<td>28</td>
</tr>
<tr>
<td>Apprentices</td>
<td>76</td>
<td>39</td>
<td>6</td>
<td>2</td>
<td>29</td>
</tr>
<tr>
<td>Skills Short Term Training</td>
<td>49</td>
<td>27</td>
<td>16</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Benefits/ Wage Subsidy Programs</td>
<td>676</td>
<td>274</td>
<td>347</td>
<td>1</td>
<td>54</td>
</tr>
<tr>
<td>Pre-Employment</td>
<td>129</td>
<td>42</td>
<td>78</td>
<td>0</td>
<td>9</td>
</tr>
<tr>
<td>Work Supports</td>
<td>547</td>
<td>232</td>
<td>269</td>
<td>1</td>
<td>45</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>997</strong></td>
<td><strong>377</strong></td>
<td><strong>499</strong></td>
<td><strong>5</strong></td>
<td><strong>116</strong></td>
</tr>
</tbody>
</table>

#### Figure 6: Employment Status by Pre-Intervention and Post-Intervention 2017-18

Note: Other includes underemployed, self-employed and unknown outcomes
Employer Outcomes
For the 2017-18 fiscal year, 161 employers participated in the Apprenticeship Wage Subsidy program. Post participation, 41 completed the employer follow-up survey (25 per cent response rate) and the results are presented here.

35 of the respondents (85 per cent) indicated that they currently provide employee training. 31 (75 per cent) indicated that they provide occupational health and safety/employee wellness training, while 24 (58 per cent) also indicated that they provide orientation for new employees. Twenty nine (70 per cent) indicated that they provide apprenticeship training, and 16 (39 per cent) provide professional and technical skills training. Other office and non-office equipment training, clerical and administrative support skills training, managerial/supervisory training, sales, marketing and customer relations training, computer training and communications and other employee development training were also provided by some employers.

Almost 50 per cent of the employers indicated that they would not have hired these apprentices without the assistance of the Apprenticeship Wage Subsidy program. Most employers, 43 per cent, indicated that the Apprenticeship Wage Subsidy program allows them to hire new employees, while 56 per cent indicated that the program allowed them to expand their company/organization.

Thirty eight (92.8 per cent) of the employers responding indicated that participating in the Apprenticeship Wage Subsidy program had a positive impact on their company or organization. Specifically, 23 indicated that the program allowed their business to grow (56 per cent), 13 provided them the ability to train employees (31.7 per cent), 20 allowed for the creation of positions/to hire people (48.7 per cent), and 14 permitted them to hire more experienced/better trained people (34.1 per cent).
ANNEX 1: Definitions and Key Terms

Indigenous peoples: Includes persons who are First Nations or Inuit.

Certification: Documented recognition by a governing body that a person has attained occupational proficiency. Examples would be journeyperson certifications, required occupational safety certifications, professional designations (e.g., CA, CPA).

Credential: Documented evidence of learning based on completion of a recognized program of study, training, work experience, or prior learning assessment. Examples include degrees, diplomas, certificates (including high school graduation or equivalency), and licenses (e.g., LPN).

Diploma: Credential/certification from a community college, CEGEP, or school of nursing.

Employed: Employed persons are those who work at a job or business, that is, who have paid work in the context of an employer-employee relationship (not including self-employment). This includes those who have a job, but are not at work due to factors such as illness or disability, personal or family responsibilities, vacation, labour dispute or other reasons (excluding persons on layoff, between casual jobs, and those with a job to start at a future date). Employment may be permanent or temporary (temporary employment comprises work under a fixed- term contract, in contrast to permanent work where there is no end-date), full-time or part-time.

Full-time (work hours) includes employed persons who usually worked 30 hours or more per week, at their main or only job.

Part-time (work hours) includes employed persons who usually worked less than 30 hours per week, at their main or only job.

Employer: Either an individual employer or an organization that acts on behalf of individual employers (e.g., employer consortia, union halls, industry associations training coordinators, Crown corporations, Indigenous governments as appropriate), who contributes to one or more Grants.

Entry Level: Basic training required for a participant to obtain an entry level position with the employer.

Essential skills: Skills needed for work, learning and life (e.g., reading, writing, document use, numeracy, oral communication, thinking, digital technology, working with others, continuous learning).
Grant: Funding issued under the Canada-Newfoundland and Labrador Job Grant to support the eligible training costs of a participant (A Grant can include one training course or a series of multiple courses providing that the maximum government contribution per grant does not exceed $10,000).

High school: Includes individuals who have completed their high school diploma or equivalent (e.g., General Educational Development credential) but who do not have any post-secondary education.

Hours worked: Average number of hours worked per week.

Immediately after: Three months following completion of training.

Immediately before: A representative week prior to starting training.

Immigrants: Those persons who have arrived in Canada relatively recently (i.e., within the past five years) and who are destined to contribute to the provincial economy by either being employed in the labour market, or by creating a business and employing themselves and others.

Income/ Hourly wage: Gross wage/salary (before taxes and other deductions), including tips and commissions calculated based on the individual’s paid work hours per week.


Intervention: A training course, or series of courses taken by a participant and funded through a single Grant.

Large: Employer who employs 500 or more employees.

Less than high school: Anyone who has not completed high school or equivalent, and who does not have any post-secondary courses, diplomas or certificates.

Maintenance: Training required for the participant to stay in their current job.

Management and business skills: Strategic planning, leading and motivating, allocating and controlling resources, evaluating, coordinating and organizing, recruiting and hiring, supervising.
<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medium</td>
<td>Employer who employs between 51 and 499 employees.</td>
</tr>
<tr>
<td>Not in the labour force</td>
<td>Persons not in the labour force are those who, prior to the intervention, were unable or unwilling, that is, they were neither employed nor unemployed. This category also includes discouraged workers, who want to work but are not currently looking for work because they believe no suitable work is available. If there is no consensus on adding this category, then these persons would be counted as “unemployed”.</td>
</tr>
<tr>
<td>Number of hours spent in training</td>
<td>The number of hours spent in training measured in categories: less than 10 hours, 10 hours – 30 hours, more than 30 hours – 180 hours, more than 180 hours (one week = 30 hours).</td>
</tr>
<tr>
<td>Participant</td>
<td>Someone who attends training paid for by the Canada-Newfoundland and Labrador Job Grant, who received Employment Services and Supports and/or Employer Sponsored Training.</td>
</tr>
<tr>
<td>Persons with disabilities</td>
<td>People who self-identify as having a disability or disabilities.</td>
</tr>
<tr>
<td>Self-Employed</td>
<td>Self-employed persons are working owners of an incorporated or unincorporated business, farm or professional practice, with or without paid help. The “unincorporated” group includes self-employed workers who do not own a business (such as babysitters and newspaper carriers). Self-employed workers include unpaid family workers (e.g., persons who work without pay on a farm or in a business or professional practice owned and operated by another family member living in the same dwelling).</td>
</tr>
<tr>
<td>Skills Development/Training program/intervention</td>
<td>Skills training, ranging from training in basic skills, such as literacy and numeracy, to advanced skills training (for both employed and unemployed participants).</td>
</tr>
<tr>
<td>Small</td>
<td>Employer with 50 or fewer employees.</td>
</tr>
<tr>
<td>Soft skills</td>
<td>Job readiness skills, personal management skills (e.g., personal goal setting, time management), working as a team.</td>
</tr>
<tr>
<td>Some postsecondary</td>
<td>Post-secondary program incomplete.</td>
</tr>
<tr>
<td>Specialized or technical skills</td>
<td>Skills required to operate a particular machine or to use a particular technology.</td>
</tr>
</tbody>
</table>
Trades certificate or diploma: Credential or certification from a vocational or apprenticeship training program.

Unemployed: This category includes those who (a) are on temporary layoff with an expectation of recall and are available for work, or (b) are without work, have actively looked for work in the past four weeks, and are available for work, or (c) have a new job to start within four weeks from reference week, and are available for work. For the purposes of this report, this also includes those who are not in the labour force.

University degree: Credential from a post-secondary institution at the bachelors or post-graduate level.

Upskilling or Upgrading: Training that is required to advance, progress or move to a different and/or better job.
ANNEX 2: Audited Financial Statement Summary
Auditors' Report

Canada-Newfoundland and Labrador Job Fund Agreement

March 31, 2018
## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Independent Auditors' Report on the Financial Statement</td>
<td>i-ii</td>
</tr>
<tr>
<td>Financial Statement</td>
<td>1-4</td>
</tr>
</tbody>
</table>
Independent auditors’ report

To the Canada-Newfoundland and Labrador
Job Fund Agreement, as administered by the
Department of Advanced Education, Skills and Labour

We have audited the financial statement for eligible expenditures incurred and paid by the Province of Newfoundland and Labrador for the year ended March 31, 2018. The financial information has been prepared by management in accordance with the applicable sub-paragraphs of Sections 19 and 26 of the Canada – Newfoundland and Labrador Job Fund Agreement (“the Agreement”).

Management’s responsibility
Management is responsible for the preparation of the financial statement in accordance with the Agreement and for such internal control as management determines is necessary to enable the preparation of the financial statement that is free from material misstatement, whether due to fraud or error.

Auditor’s responsibility
Our responsibility is to express an opinion on the financial statement based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statement is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statement. The procedures selected depend on the auditor’s judgment, including the assessment of the risks of material misstatement of the financial statement, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity’s preparation of the financial statement in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control.
An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statement.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**Opinion**

In our opinion, the financial statement for the year ended March 31, 2018 is prepared, in all material respects, in accordance with the applicable sub-paragraphs of Sections 19 and 26 of the Canada – Newfoundland and Labrador Job Fund Agreement.

**Restriction on distribution**

The financial statement is prepared to assist the Province of Newfoundland and Labrador to meet the requirements of the Agreement in accordance with the applicable sub-paragraphs of Sections 19 and 26. As a result, the financial statement may not be suitable for another purpose. Our report is intended solely for the Province of Newfoundland and Labrador and Employment and Social Development Canada and should not be distributed to parties other than the Province or Employment and Social Development Canada.

St. John’s, Canada

October 22, 2018

Chartered Professional Accountants
### Revenue

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Allocation From ESDC</td>
<td>$7,181,396</td>
</tr>
<tr>
<td>WDA Funding</td>
<td>$113,487</td>
</tr>
<tr>
<td>Carry Forward from 2016-17</td>
<td>$378,556</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$7,673,439</strong></td>
</tr>
</tbody>
</table>

### Expenses/Investment

#### Canada-NL Job Grant

<table>
<thead>
<tr>
<th>Description</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration Costs Incurred (from page 2)</td>
<td>$72,389</td>
</tr>
<tr>
<td>Program Costs Incurred (funded from CNLJF, from page 2)</td>
<td>$2,429,589</td>
</tr>
</tbody>
</table>

#### Employer-Sponsored Training & Employment Services and Supports

<table>
<thead>
<tr>
<th>Description</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>EST/ESS Administration Costs Incurred</td>
<td>$551,425</td>
</tr>
<tr>
<td>EST Program Costs Incurred (from page 3)</td>
<td>$1,346,858</td>
</tr>
<tr>
<td>ESS Program Costs Incurred (from page 4)</td>
<td>$3,273,177</td>
</tr>
</tbody>
</table>

#### Evaluation

<table>
<thead>
<tr>
<th>Description</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluation and Year 2 Review of the CJG</td>
<td>$0</td>
</tr>
</tbody>
</table>

#### Canada-NL Job Fund Totals

<table>
<thead>
<tr>
<th>Description</th>
<th>Target</th>
<th>Actual</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration Costs Incurred</td>
<td>$729,488</td>
<td>$623,814</td>
<td>-$105,674</td>
</tr>
<tr>
<td>Program Costs Incurred</td>
<td>N/A</td>
<td>$7,049,624</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Grand Total CNLJF Expenses / Investments</strong></td>
<td>$7,673,439</td>
<td>$7,673,439</td>
<td>$0</td>
</tr>
</tbody>
</table>

The maximum amount of administration costs is 10% of the total allocation.

#### CNLJF Carry Forward

<table>
<thead>
<tr>
<th>Description</th>
<th></th>
<th>Maximum:  $364,744</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carry Forward Actual</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Surplus Funds</td>
<td>$0</td>
<td></td>
</tr>
</tbody>
</table>

The maximum amount of carry forward is 5% of the allocation, including one-time additional funds. Surplus funds are any funds that remain unspent after deduction of the carry forward. Surplus funds must be refunded to the Government of Canada.

Dept received WDA funds ($1,564,679) at the end of 17/18 that could be used against CJF and/or LMAPD expenditures. $113,487 was used towards CJF and $1,451,192 towards LMAPD.
### Government Investment

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>From CNLJF</td>
<td>$2,429,589</td>
</tr>
<tr>
<td>From LMDA</td>
<td>$0</td>
</tr>
<tr>
<td>From P/T Sources</td>
<td>$0</td>
</tr>
<tr>
<td>Sub-Total CNLJG Program Costs Incurred</td>
<td>$2,429,589</td>
</tr>
</tbody>
</table>

### Canada-NL Job Grant Totals

<table>
<thead>
<tr>
<th></th>
<th>Target</th>
<th>Actual</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration Costs Incurred</td>
<td>$215,442</td>
<td>$72,389</td>
<td>-$143,053</td>
</tr>
<tr>
<td>Sub-Total CNLJG Program Costs Incurred</td>
<td>N/A</td>
<td>$2,429,589</td>
<td>N/A</td>
</tr>
<tr>
<td>Total CNLJG Investment</td>
<td>$2,154,419</td>
<td>$2,501,979</td>
<td>$347,560</td>
</tr>
</tbody>
</table>

The target for CNLJG investments is 30% of the allocation. The maximum amount of administration costs is 10% of the CNLJG target.

### Employer Investment

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$966,369</td>
</tr>
<tr>
<td>Wages</td>
<td>$181,747</td>
</tr>
<tr>
<td>Total Employer Investments</td>
<td>$1,148,116</td>
</tr>
</tbody>
</table>

### Excess investment in the CNLJG

(if applicable as per the agreement)

<table>
<thead>
<tr>
<th></th>
<th>Government investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excess amount from 2015-2016</td>
<td>$0</td>
</tr>
<tr>
<td>Excess amount from 2016-2017 plus</td>
<td>$0</td>
</tr>
<tr>
<td>Excess amount from 2017-2018 plus</td>
<td>$347,560</td>
</tr>
<tr>
<td>Amount used to meet 2017-2018 target minus</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$347,560</td>
</tr>
</tbody>
</table>

### Reduction to the amount of Canada's maximum contribution

<table>
<thead>
<tr>
<th></th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>CNLJG Investment Variance</td>
<td>$0</td>
</tr>
<tr>
<td>CNLJF Carry Forward Amount</td>
<td>minus</td>
</tr>
<tr>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Program Name</td>
<td>Actual</td>
</tr>
<tr>
<td>------------------------------------------</td>
<td>---------</td>
</tr>
<tr>
<td>List all programs/initiatives under the following headings and provide the actual expenditure amount for each:</td>
<td></td>
</tr>
<tr>
<td>Skills Development / Training</td>
<td></td>
</tr>
<tr>
<td>Employment Assistance Services</td>
<td></td>
</tr>
<tr>
<td>Benefits / Wage Subsidies</td>
<td>$1,346,858</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$1,346,858</td>
</tr>
</tbody>
</table>
### Employment Services and Supports

<table>
<thead>
<tr>
<th>Program Name</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>List all programs/initiatives under the following headings and provide the actual expenditure amount for each:</td>
<td></td>
</tr>
<tr>
<td><strong>Skills Development / Training</strong></td>
<td></td>
</tr>
<tr>
<td>Employment Development Supports</td>
<td>$1,264,379</td>
</tr>
<tr>
<td>Adult Basic Education (ABE)</td>
<td>$1,398,224</td>
</tr>
<tr>
<td>PGM</td>
<td>$86,000</td>
</tr>
<tr>
<td>Assistance to Apprentices</td>
<td>$188,476</td>
</tr>
<tr>
<td>Transitions to Work</td>
<td>$336,098</td>
</tr>
<tr>
<td><strong>Employment Assistance Services</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Benefits / Wage Subsidies</strong></td>
<td></td>
</tr>
</tbody>
</table>

**Total** $3,273,177
Information Note
Department of Advanced Education Skills and Labour

Title: College of the North Atlantic’s Modernization Plan – September 2018 Update

Issue: To provide Minister with an update on College of the North Atlantic (CNA)’s Modernization Plan 2019. The Assistant Deputy Minister, Post-Secondary Education, requested this note.

Background and Status:
- Budget 2016 committed to engaging with CNA in a review; this commitment was reiterated in House of Assembly and via Twitter. The Provincial Government’s The Way Forward commits to modernizing CNA through completion of a review by March 31, 2017 and continued identification and resolution of priority issues.

- The Department provided CNA with policy support in its review, including assistance with completion of a financial review that resulted in immediate annual savings of $1.1 million. CNA independently completed the operational review.

- In April 2017, CNA released CNA Modernization Plan 2019, which presented its review findings, outlined actions already taken to respond immediately, and presented next steps. CNA identified 36 actions to achieve longer-term results towards a more efficient, effective and accountable public college system, with increased generated revenue, by 2019.

- The 36 action items are grouped into the following themes: 1) Financial Operations; 2) Information Technology; 3) Human Resources; 4) Capital Planning and Plant Management; 5) Organizational Continual Improvement; 6) Admissions Process; 7) Online Learning; 8) Student Services; 9) International Business Development; 10) Customized and Continuous Learning (CCL); and 11) Applied Research, Innovation and Entrepreneurship.

- CNA committed to reporting its progress semi-annually to the Provincial Government. See Annex A for CNA’s September 2018 progress report.

Analysis:
- In the March 2018 Modernization Plan progress report, CNA indicated that the following action items were completed:
  o Balanced budget;
  o Maximize LMADA funding;
  o Review international student fees;
  o Monitor spending for financial efficiency;
  o Recruit Director of IT;
  o Examine and optimize bandwidth;
  o Train lean champions; and,
  o Review of residence services.

- In its September 2018 Modernization Plan progress report, CNA indicated completion of the following additional action items:
  o Achieve PRIME (from WorkplaceNL) and receive rebate for 2017 calendar year;
  o Implement College wide wellness program – plan developed; delivery ongoing;
  o Develop chemical management program – reports received; implementation ongoing;
- Develop hearing conservation program - reports received; implementation ongoing;
  - Centralize enrollment management system; and,
  - Publish academic calendar annually in December. Completed in spring 2018.

- The following action items are immediate or continual activities that the September 2018 Modernization Plan progress report indicates are on track:
  - Fill key vacant positions;
  - Reduce volume of grievances; and,
  - Improve relationship with NAPE.

- The following action items have revised timelines and are on track:
  - Examine and Optimize Bandwidth (revised to winter 2018 – additional work ongoing);
  - Review Network Infrastructure (revised to winter 2018);
  - Finalize new CCL model (revised to spring 2019);
  - Operationalize new CCL model (revised to fall 2019);
  - Develop a plan to upgrade PeopleSoft to version 9.2 (revised to fall 2018);
  - Develop a performance management system (revised to fall 2018);
  - Operationalize New Customized and Continuous Learning Model (revised to fall 2019);
  - Develop new Contract Training financial model (revised to winter 2019);
  - Develop action plan for Distributed Learning (DL) (revised to spring 2019);
  - Develop Continuous Improvement Department (revised to summer 2019); and,
  - Finalize new model – revised to spring 2019.

- CNA continues to work with Department of Transportation and Works (TW) on action items related to deferred maintenance planning process and to create a strategic facility modernization plan, with priority focus currently on completing Post-Secondary Institutions Strategic Investment Fund (SIF) projects.

- CNA is conducting additional work to optimize network bandwidth.

- The progress report advises that all remaining action items are on track to be completed in fall 2018 or in 2019.


Action Being Taken:
- The Department receives semi-annual updates from CNA and will direct all media inquiries about progress of the implementation of CNA’s Modernization Plan to CNA.

Prepared/Approved by: M. Hunter/C. Ennis-Williams
Ministerial Approval:

November 2, 2018
Annex A
Status of 36 Action Items (September 2018)

Finance
- 2. Maximize LMDA Funding (Annually) – LMDA calculations analysis to occur once budget templates complete.

Information Technology
- 5. Examine and Optimize Bandwidth (Revised to winter 2018) – Tender to be created to ensure enough bandwidth to meet internal and external demands.
- 6. Recruit Director of Information Technology (Spring 2017) – As of January 2018, filled on a temporary basis.
- 8. Develop a Plan to Upgrade PeopleSoft to Version 9.2 (Revised to fall 2018) – First phase (Finance upgrade) completed as of March 2018. Second phase (split of Campus Solutions and Human Resources) also complete. Analysis of implementation of HR upgrade expected to be complete mid-October 2018. This upgrade needs to be completed by November 30, 2018 to remove requirement to pay for additional tax updates in January 2019 from Oracle. Timeline for Campus Solutions upgrade not yet identified.

Human Resources
- 9. Fill Key Vacant Positions (Continuous) – From April to September 2018, 98 vacant positions posted and 76 of those filled.
- 10. Reduce Volume of Grievances (Continuous) – Multiple grievances settled and withdrawn. CNA continues resolving issues as they arise.
- 11. Improve Relationship with NAPE (Continuous) – Regular meetings with NAPE Employee Relations Officers, deployed to CNA, scheduled. CNA continues to engage with union in a timely manner to resolve issues early.
- 12. Develop a Performance Management System (Revised to fall 2018) – Training for new Performance Development Review form and process rescheduled to fall 2018 due to competing work priorities.
- 13. Implement a College-Wide Wellness Program (Spring 2018) – A provincial wellness initiative related to Art Therapy being delivered to all campuses.
- 14. Develop a Hearing Conservation Program (Spring 2018) – Noise testing reports completed, final reports received, and CNA currently implementing recommendations as appropriate.
- 16. Achieve PRIME (from WorkplaceNL) and Receive Rebates for 2017 Calendar Year (Spring 2018) – CNA received $27,848 in PRIME Practice Refund rebates and $74,266 in PRIME Experience Refund rebates for the 2017 calendar year.
Customized and Continuous Learning (CCL)
• 17. Finalize New CCL Model (revised to spring 2019) – A proposed model drafted but additional analysis required. RFP has been developed to seek a consultant to review operational plan, structure, and financial model in 2018-19.

Plant Management
• 20. Engage the Department of Transportation and Works (TW) in Deferred Maintenance Planning Process (spring 2018) – TW recently released RFP for review of deferred maintenance of all government buildings located on province’s east coast, including CNA-occupied government buildings.

Applied Research
• 22. Develop Applied Research, Innovation and Entrepreneurship Strategy (spring 2019) – RFP drafted to engage a consultant upon completion of CNA’s five-year strategic planning process. CNA and MUN working collaboratively through Council on Higher Education to draft an applied research priorities work plan.

Distributed Learning (DL)

Registrar’s Office and Institutional Research
• 26. Create an internal labour market information system (fall 2019) – CNA became a member of Maritime College Post-Secondary Student Information Systems Working Group and purchased a Labour Market Analysis data tool. CNA re-entered Association of Atlantic Colleges that will examine economic impact and investment analysis of Atlantic colleges.

Academics
• 27. Publish Academic Calendar Annually in December (Revised to spring 2018) – Academic calendar available summer 2018.
• 29. Establish a Centre for Teaching, Learning and Academic Development (fall 2019) – And Associate Vice-President of Teaching and Learning position created in September 2017. Ongoing work to establish Centre. Recruitment of Dean underway.
• 30. Develop a Comprehensive Plan for International Business Development (fall 2019) – Committee established to determine priority areas.
• 31. Develop a plan for offering applied degrees (International) (fall 2018) – Options under review.
Student Services


Continuous Improvement

- 33. Develop Continuous Improvement Department (Revised to summer 2019) – Ongoing; a consultant has provided direction to CNA during 2018-19 regarding approaches to establishing a Quality Assurance and Risk Management Department.
- 34. Train Lean Champions (spring 2018) – Lean training occurred for CNA’s senior leadership in November 2017. A consultant engaged to continue Lean development and implementation.
- 35. Develop Lean Framework for CNA (fall 2018) and 36. Begin Performing Lean process reviews (fall 2018; work ongoing to spring 2019) – 12-month contract signed with a consultant in September 2018 to carry out work.
Annex B
September 2018 Report
Finance

1. Objective – Balance Budget (Annually)

   Proposed Outcome:
   • The college will submit a budget annually to government.

   Description of Work Completed:
   • Preliminary work is ongoing to meet 2019-20 Budget reporting deadlines required through Government of Newfoundland and Labrador (GNL). An internal template and instructions has been provided to management to Review their respective budgets and to guide the process.

   Cost/Savings Identified:
   • Based on spending in 2017-2018, various cost savings have been identified and have been used to cover reductions identified in grants and other revenue types during 2018-19.

   Implications to Programming:
   • The 2019-20 Academic Plan will be analyzed as part of the budgeting process.

   Implications to Operations:
   • Revenue reductions currently being covered by lower expenses could also result in impacts to operations, as this may limit the College's ability to fluidly respond to evolving needs.

   Implications to Human Resources:
   • N/A

2. Objective – Maximize LMDA Funding (Annually)

   Description of Work Completed:
   • An analysis of the LMDA calculations will take place once the budget templates are completed. Once completed, discussions will occur with the Department of Advanced Education, Skills and Labour.

   Cost/Savings Identified:
   • Maximizing revenue in this area is dependent on the criteria established for the program.

3. Objective – Review International Student Fees (Fall 2017)

   Description of Work Completed:
   • A review of international student fees was conducted and it was determined that the fee structure would remain unchanged for the 2018-19 Academic year.

   Cost/Savings Identified:
   • No cost savings have been identified to date. International student recruitment would not
normally be expected to result in a cost increase/savings as the student would be within existing capacity of programs being offered.

Implications to Programming/Operations/Campuses/Human Resources

- None identified.

4. Objective – Monitor Spending for Financial Efficiency (Annually)

Description of Work Completed:

- Budget monitoring is ongoing the finance department to ensure financial efficiency.
- CNA’s budget analysts review all HR actions; all requisitions; all invoice requests; and any other documentation that has an associated cost code. In addition, the Finance department is currently upgrading its PeopleSoft application. With this newer version, there is a WorkCentre tool for managers so that they will be able to continuously monitor campus spending in comparison to the approved budget.

Cost/Savings Identified:

- None identified.

Implications to Programming/Operations/Campuses/Human Resources

- None identified.

Information Technology

5. Objective – Examine and Optimize Bandwidth (Winter 2018)

Proposed Outcome:

- To ensure the College has the bandwidth required to provide distance learning without geographical bounds. Bandwidth should be able to support virtual/augmented reality. Review of the College’s current network ISP and WAN Structure.

Description of Work Completed:

- The College is currently working on developing its next WAN/ISP tender to cover the next five years. This tender will be crafted to ensure there is enough bandwidth and growth potential to meet the internal and external demands on the College’s systems.

- The College is currently planning for implementation of hardware to increase the network capacity of the Network Operations Centre.

Cost/Savings Identified:

- None at this time; will be dependent upon bids received through the tendering process.

Implications to Programming/Operations/Campuses/Human Resources

- CNA’s program and corporate support areas of the college are now availing of enhanced internet performance though previously reported improvements. Upcoming planned improvements will provide further enhancement to infrastructure and services.
6. Objective – Recruit Director of Information Technology (Spring 2017)
Description of Work Completed:
• As of January 2018, the Director of IT position has been filled on a temporary basis.

7. Objective – Renew Network Infrastructure (Fall 2017)
Proposed Outcome:
• Improved overall network access for students to provide quality wireless connectivity

Description of Work Completed:
• The network infrastructure at all campuses was renewed as of March 2018. With this renewal, CNA has the ability to monitor the network traffic requirements at each campus which in turn provides the ability to determine the bandwidth requirements across the organization. This knowledge ensures a high quality of service to students and staff, while also informing future RFP processes for network requirements.

Cost/Savings Identified:
• To ensure that CNA stays current with networking technology, it was determined that a three-year operating lease was the most cost-efficient and appropriate model. The annualized operating cost for the network system is approximately $250,000, and CNA is currently entering year two of this agreement.

Implications to Programming/Operations/Campus/Information Resources
• Wireless connectivity has been improved and traffic-shaping has been implemented to ensure fair access for all networks users.

8. Objective – Develop a Plan to Upgrade PeopleSoft to Version 9.2 (Spring 2018)
Proposed Outcome:
• Up to date Business Systems – PeopleSoft Version 9.2

Description of Work Completed:
• The first phase of implementation, the Finance upgrade, was completed at end of March 2018.
• The second phase of this project, the split of Campus Solutions and Human Resources, has also been completed. CNA's information services team is now preparing to have a fit gap analysis completed to determine what functionality will be required from the new HR 9.2 PeopleSoft system. This analysis will determine the timeline for the implementation of the HR upgrade. Analysis is expected to be completed by mid-October 2018. A timeline for the Campus Solutions upgrade has not yet been identified, pending completion of the HR fit gap analysis.

Cost/Savings Identified:
• The HR system upgrade is required as CNA is currently paying additional annual fees to Oracle for tax updates because the current version is no longer supported. This upgrade will need to be completed by November 30, 2018 in order to remove the requirement to pay for additional tax updates in January 2019.

Implications to Programming/Operations/Campus/Information Resources
• None identified at this time.
Human Resources

9. Objective – Fill Key Vacant Positions (Continuous)

**Description of Work Completed:**
- The Human Resources Department continues to fill key positions, as prioritized by the senior management team. From April to September 2018, 98 positions were posted and 76 of those were filled.

**Cost/Savings Identified:**
- N/A

**Implications to Programming/Operations/Campuses/Human Resources:**
- The filling of these key roles means duties can be properly assigned and strategic goals can be met.

10. Objective – Reduce Volume of Grievances (Continuous)

**Description of Work Completed:**
- CNA continues with its commitment of discussing and resolving issues as they arise. The Department of Human Resources has been providing support to management staff to help coach these employees and ensure open dialogue to improve communication regarding issues presented. As a result, multiple grievances have been settled and withdrawn. CNA remains committed in its effort to engage Union representatives and/or Employee Relations Officers in discussions early in the issue identification phase to continue with this improved open dialogue.

**Cost/Savings Identified**
- Grievance settlements have lowered related potential for liability.

**Implications to Programming:**
- Focused attention on trying to find a resolution to issues at the initial phase at campuses allows for immediate response to employees.

**Implications to Operations:**
- With additional focus on resolving issues early, and a commitment from CNA to discuss and provide information to Union officials, morale is continuing to improve, evidenced by the reduction and resolution of grievances.

**Implications to Campuses:**
- Campus leadership remains committed to discussing issues with employees and/or Union officials when issues arise, and employees are seeing that the College, as employer, is willing to work collaboratively to resolve issues. This approach has assisted greatly in improving dialogue and morale at the campus level.

**Implications to Human Resources:**
- The grievance settlement process through Compensation and Benefits has been more clearly defined to assist in more accuracy in grievance settlement payouts/adjustments. This has resulted in an increased demand on the Human Resources department and Payroll office.
I1. Objective – Improve Relationship with NAPE (Continuous)

Description of Work Completed:
- NAPE has reorganized provincially resulting in the assignment of new Employee Relations Officers to CNA along with an assigned Chief Negotiator as a point of contact on broader issues. Regular meetings with these ERCs are scheduled and CNA continues to engage Union officials in a timely manner to help resolve issues early. CNA also continues to work with Union officials on clarifying and communicating interpretation of Collective Agreement articles.

Cost/Savings Identified
- N/A

Implications to Programming/Operations/Campuses:
- By addressing local issues quickly, program delivery is improved and it will also help to avoid long-term negative impacts outstanding issues could cause.
- CNA continues to address issues as they arise and continues to be open to change of practice, where necessary and logical, in order to find resolutions that can be consistently applied.

Implications to Human Resources:
- The Human Resources department is continuing to engage in discussions related to Union issues to help improve relationships/trust between Union officials and the Human Resources department.

I2. Objective – Develop a Performance Management System (Spring 2018)

Proposed Outcome:
- A performance management plan for all levels within the organization.

Description of Work Completed:
- A Performance Development Review (PDR) form and related process has been developed for management which has been vetted through the Campus Administration Team. Training for the new form and process was originally planned to occur by March 2018, but due to competing priorities this work has been delayed. Work is currently ongoing with a view for a fall 2018 implementation.

Cost/Savings Identified:
- None at this time.

Implications to Programming/Operation/Campuses:
- A good performance management system works towards the improvement of overall organizational performance.

Implications to Human Resources:
- Under a good performance management system, with proper performance reviews, personal and professional goals can be realized and better workforce planning can occur. This will enable the organization to better prepare for future human resources changes related to retirements/advancements.
13. Objective – Implement a College-Wide Wellness Program (Spring 2018)

Proposed Outcome:

- A provincial wellness plan developed and delivered to all locations.

Description of Work Completed:

- A provincial wellness initiative related to Art Therapy is continuing to be delivered to all campuses. These sessions will continue and a Distributed Learning option is now being considered to provide year-round accessibility. The goal for these sessions is to educate employees on ways to decrease stress levels. The sessions have been extremely well received and employees have requested additional sessions of a similar nature.
- Wellness emails, as well as mental health education and awareness information, is disseminated on a regular basis throughout the college network.

Cost/Savings Identified:

- None at this time.

Implications to Programming:

- By continuing to implement this program CNA is hoping to foster an environment of wellness enabling the potential for better delivery of learning material at the faculty level and better service delivery at the support/administrative level.

Implications to Operations/Implications to Campuses:

- Potential benefits of a Provincial Wellness Plan are: improves productivity; decreases stress levels; decreases absenteeism levels; improves employee engagement; strengthens loyalty; and improves employee morale.

Implications to Human Resources:

- It is the intention of this wellness program to help enhance recruitment and retention of healthy employees; reduce healthcare costs; decrease rates of illness and injuries; reduce employee absenteeism; improve employee relations and morale; and increase productivity.

14. Objective – Develop a Hearing Conservation Program (Spring 2018)

Proposed Outcome:

- Improved and modernized Health and Safety Management System (HSMS)

Description of Work Completed:

- A review of draft noise testing reports was completed. During the review several discrepancies were discovered in the reports which needed to be returned to the testing provider for correction.
- Final reports have been received and reviewed for the noise testing completed at five campuses.
- CNA is currently implementing recommendations as appropriate, and determining if additional testing is required at any other locations. A process for audiometric testing is currently under development with consultations ongoing with potential providers. A needs assessment is also ongoing to determine a training plan for those exposed to noise hazards.
- Discussions are ongoing with the College’s Director of Policy and Planning regarding policy and procedure development.
Cost/Savings Identified:
- None at this time.

Implications to Programming/Operations:
- A structured Occupational Health and Safety Management System (OHSMS) will help to support and enhance program delivery.
- Improved and modernized Health and Safety Management System

Implications to Campuses:
- As the OHSMS program is enhanced, there may be an additional reporting requirements for some faculty and campus administration. Faculty expertise may also be needed to assist in development and implementation.

Implications to Human Resources:
- There may be additional reporting requirements for some faculty and campus administration; faculty expertise will also be needed to assist development and implementation.

15. Objective - Develop and Implement Hazardous Materials/Chemical Management Program (Spring 2018)

Proposed Outcome:
- Improved and modernized Health and Safety Management System (HSMS)

Description of Work Completed:
- A status check of campus practices for hazardous materials inventory, disposal, training, etc. was initiated in April 2018 in the form of a detailed questionnaire. Eighteen questionnaires were disseminated (17 campuses plus Headquarters). Completed questionnaires are currently under review.
- Discussions are ongoing with the Director of Policy and Planning regarding policy and procedure development.
- Preparations are underway in advance of the Workplace Hazardous Materials Information System 2015 compliance deadline (December 1, 2018).

Cost/Savings Identified:
- To be determined.

Implications to Programming/Operations/Campuses:
- Implementing this program ensures a structured HSMS to support and enhance program delivery. There may be an additional reporting requirements for some faculty and campus administration. Faculty expertise may also be needed to assist in development and implementation.

Implications to Human Resources:
- None identified at this time.
16. Objective – Achieve PRIME and Receive Rebates for 2017 Calendar Year (Practice Refund and Experience Refund) (Spring 2018)

Proposed Outcome:
- Improved and modernized Health and Safety Management System (HSMS)

Description of Work Completed:
- The following PRIME rebates were received by CNA for the 2017 calendar year:
  - PRIME Practice Refund: $27,848.
  - PRIME Experience Refund: $74,266.
- Achieving PRIME will continue to be an ongoing annual objective. Work has been underway since January to ensure all pieces are in place to satisfy PRIME Practice Refund requirements for 2018.
- PRIME Experience Refund:
  - Continued WorkplaceNL claims management focused on early and safe return to work and decreasing claims costs.
  - CNA’s 2018 PRIME Experience Incentive Range: $121,654.04 - $182,481.04.

Cost/Savings Identified:
- CNA’s 2018 PRIME Experience Incentive Range: $121,654.04 - $182,481.04. CNA also has the potential for a PRIME Practice Refund which is calculated as five per cent of the premiums CNA pays to WorkplaceNL.

Implications to Programming/Operations/Campuses:
- These enhancements ensure a structured OHSMS to support and enhance program delivery. There may be an additional time requirement for some faculty and campus administration. Faculty expertise may also be needed to assist in development and implementation.

Implications to Human Resources:
- CNA will be able to improve disability management practices through the modernized Health and Safety Management System.
- These changes have also had a positive impact to the employee onboarding process by ensuring new employees are made aware of the College’s OHS program and supports and their responsibilities within the workplace.

Customized and Continuous Learning (CCL)

17. Objective – Finalize New Customized and Continuous Learning Model (Spring 2018)

Description of Work Completed:
- A proposed model was drafted, but it was determined that additional analysis was required. A complete review of CCL operations, including the organizational structure and financial model, will take place during 2018-19, under the direction of a consultant. A RFP document has been developed to seek a consultant to review the operational plan, organizational structure, and financial model of CCL operation and this will be posted upon completion of CNA’s ongoing five-year strategic planning process.
Cost/Savings Identified:
- None to date. Potential for increased revenue once model is finalized and implemented.

Implications to Programming/Operations/Campuses:
- None at this time.

Implications to Human Resources:
- Once the CCL review is completed, position descriptions will need to be developed and classified through the Public Service Commission. Roles and responsibilities may shift within CCL as a result of review recommendations.

18. Objective – Operationalize New Customized and Continuous Learning Model (Spring 2019)

Description of Work Completed:
- Currently pending actions/approvals from the Finalize New Customized and Continuous Learning (CCL) Model objective noted above.


Proposed Outcome:
- New customized training financial model

Description of Work Completed:
- While research has commenced and is continuing, including meetings held to date with: Nova Scotia Community College; New Brunswick Community College; Norquest; and Algonquin College, it was determined that further research and analysis was required. A complete review of CCL operations, including the organizational structure and financial model will take place during 2018-19, under the direction of a consultant.

Cost/Savings Identified:
- None to date. Potential for increased revenue once model is finalized and implemented.

Implications to Programming/Operations/Campuses/Human Resources:
- None at this time.

Plant Management

20. Objective – Engage the Department of Transportation and Works in Deferred Maintenance Planning Process (Spring 2018)

Description of Work Completed:
- TW and CNA continue to work together to support effective project management of ongoing Strategic Investment Fund initiatives. While some projects have been completed, work is ongoing to build the new Heavy Equipment Centre of Excellence in Motive Power in Bay St. George and to equip the new Centre of Excellence in Thermal and Energy Systems in Corner Brook. TW has also recently released a RFP for a review of deferred maintenance of all...
government buildings located on the east coast of the province, which would include CNA-occupied government buildings.

- CNA continues to consult with TW on space requirements for college operations.

**Cost/Savings Identified:**
- None to date.

**Implications to Programming/Operations/Campuses/Human Resources:**
- None at this time.

21. Objective – Engage the Department of Transportation and Works to Create a Strategic Facility Modernization Plan (Spring 2018)

**Description of Work Completed:**
- Collaboration with TW continues to be focused on the current SIF projects underway throughout the province. Further meetings are anticipated to begin work on a strategic facility modernization plan across its campuses and with a focus on those campuses that have outstanding needs.

**Cost/Savings Identified:**
- None to date.

**Implications to Programming/Operations/Campuses/Human Resources**
- None at this time.

**Applied Research**


**Proposed Outcome:**
- Applied research, innovation and entrepreneurship strategy developed

**Description of Work Completed:**
- CNA received confirmation that its recent $1.6 million proposal to ACOA relating to capacity development was successful in receiving funding. Funding from this proposal will support a consultant resource to undertake strategic and operational plan development for applied research, innovation and entrepreneurship at CNA. A RFP has been drafted and will be issued upon completion of CNA’s five-year strategic planning process.
- The Council on Higher Education’s Applied Research Priorities Subcommittee (collaboration with AESL, Memorial University and CNA) drafted a work plan and will action items from the work plan over the next year.
- CNA offered its inaugural innovation showcase at CNA Innovation at Work event in May 2018 with events being held in Labrador West, Corner Brook and Prince Philip Drive. The event, which hosted over 900 visitors at the various sites, highlighted projects and applied research and development at the college that are having a real impact on businesses, communities and post-secondary education throughout Newfoundland and Labrador. Activities throughout the day
included: the Industry Innovation Challenge; Student Business Solutions Showcase; dozens of applied research and development poster sessions; and tours/demonstrations of key equipment and facilities that enable innovation with CNA's partners.

Cost/Savings identified:
- ACOA funding provides support for strategic and operational plan development.

Implications to Programming:
- ACOA provided funding of $1.2M for equipment for the Centre of Excellence in Thermal and Energy Systems in Corner Brook which will enable better programming for Power Engineering at the Corner Brook campus.
- The College Innovation Network will see increased student work-integrated learning and research and development opportunities through enhanced industry engagement.
- There will also be additional students on research projects with greater Memorial University collaboration and potential entrepreneurial support services to CNA students wishing to explore business start-up.

Implications to Operations:
- With the additional funded opportunities, student work term placements should increase. The volume of applied research and development applications is also expected to increase for the Office of Applied Research and Innovation.

Implications to Campuses:
- With increased projects in applied research, there is the potential for increased cooperative education placements for students.
- Enhanced CNA Innovation at Work/National Technology Week events will require broader participation from College campuses to host area events.

Implications to Human Resources:
- The hiring of additional resources from external funds will be ongoing as new projects are approved.

Distributed Learning

23. Objective – Develop an Action Plan for Distributed Learning (DL) (Fall 2017)

Proposed Outcome:
- Completed action plan

Description of Work Completed:
- The DL Review report was completed and submitted to CNA Executive for review. The Executive team will work with the DL department on the creation of the action plan.

Cost/Savings Identified:
- None at this point. It is anticipated that the action plan will likely require an investment in DL.
Implications to Programming:
- There is the potential to expand program offerings, once the DL action plan is in place.

Implications to Operations/Campuses/Human Resources
- None at this time.

24. Objective – Implement Distributed Learning Action Plan (Fall 2019)

Proposed Outcome:
- Adapted curriculum models for distance learning technology
- Expanded use of distance learning technology

Description of Work Completed:
- The development of the action plan has commenced as an output of the DL Review.

Cost/Savings Identified:
- Resources required to implement the action plan will be determined by an Implementation Steering Committee, which has not yet been formalized.

Implications to Programming/Operations/Campuses/Human Resources
- To be determined following development of action plan.

Registrar’s Office and Institutional Research

25. Objective – Centralization of Admissions/Enrolment (Spring 2019)

Description of Work Completed:
- CNA has completed the work required to centralize the process for admissions. The process for admissions has been renewed and is now solely led under the direction of the Registrar’s office, making the overall process more efficient.

Cost/Savings Identified:
- None identified.

Implications to Programming/Operations/Campuses/Human Resources
- None identified.

26. Objective – Create an internal labour market information system (Fall 2019)

Description of Work Completed:
- CNA, under the direction of the Registrar’s Office, became a member of the Maritime College Post-Secondary Student Information Systems Working Group. A subscription was also purchased for EMSI Analyst, which is a tool that provides access to enhanced Labour Market Analysis data.
- CNA has also re-entered a consortium, the Association of Atlantic Colleges (ACA) that will examine the economic impact and investment analysis of Atlantic colleges. This membership will provide CNA access to an aggregate institutional data report which will support internal institutional planning and research, including economic impact analysis information.
• Other Members of the consortium:
  o New Brunswick Community College (NBCC)
  o Collège communautaire du Nouveau-Brunswick (CCNB) (Francophone)
  o Nova Scotia Community College (NSCC)
  o Prince Edward Island College
  o Holland College
  o Collège de L'Île
  o Université Sainte Anne

• CNA officials are also involved in ongoing meetings with AESL and other post-secondary stakeholders regarding how to continue to work together to better prepare students for the labour market. The work of this group will also help inform the development of the provincial Comprehensive Human Resources Plan.

Cost/Savings Identified:
• None identified.

Implications to Programming/Operations/Campuses/Human Resources
• None identified.

Academics

27. Objective - Publish Academic Calendar Annually in December (Fall 2017)
Description of Work Completed:
• The academic calendar was made available over summer 2018. CNA’s Registrar’s Office continues to work on the academic calendar process and it is the intention that the calendar be released as early as possible in order to ensure sufficient planning time for potential applicants.

Cost/Savings Identified:
• None identified.

Implications to Programming/Operations/Campuses/Human Resources
• None identified.

Description of Work Completed:
• The new program planning process which began in December 2017 is still ongoing and being led by the Vice-President of Academics and Student Services (VP-A). As part of this process, Deans submitted a preliminary school plan for their respective schools in February 2018, which outlined a vision and priorities for 2019-20. This plan is currently in stage three of a three-stage vetting process (Stage One: VP-A Review; Stage Two: Human Resources Analysis; and Stage Three: Operations Analysis) and then the final plan will be submitted to the President for approval, based on recommendations from the VP-A prior to operationalizing. This process will then be reviewed to inform further decision-making regarding the review of the Academic Council process. CNA is then planning to commence a pilot of a revised Academic Council structure and process.
Cost/Savings Identified:
- None identified.

Implications to Programming/Operations/Campuses/Human Resources:
- None identified.

29. Objective – Establish a Centre for Teaching, Learning and Academic Development (Fall 2019)

Description of Work Completed:
- A senior leadership position has been created to provide leadership in this area. The Associate Vice-President of Teaching and Learning, created in September 2017, has been working with the VP-Academics. Preliminary work is ongoing to identify next steps towards establishing a Centre for Teaching, Learning and Academic Development. A Dean position to support this work was developed, and is currently in the recruitment phase.

Cost/Savings Identified:
- None identified.

Implications to Programming/Operations/Campuses/Human Resources:
- None identified.

30. Objective – Develop a Comprehensive Plan for International Business Development (Fall 2019)

Description of Work Completed:
- A committee has been established to determine the areas of focus for international business development. Two working groups have also been established to conduct a complete analysis of the current policies and procedures around the admission of international students. Discussions have been taking place between the Marketing and Communications division and the International division to identify key initiatives to enhance CNA’s international brand.
- An ACOA proposal is also being finalized which, if approved, will include funding to support marketing materials, trade missions and student recruitment.

Cost/Savings Identified:
- None identified.

Implications to Programming/Operations/Campuses/Human Resources:
- None identified.

31. Objective – Develop a plan for offering applied degrees (International) (Fall 2018)

Description of Work Completed:
- CNA is continuing to review options regarding this objective.

Cost/Savings Identified:
- None identified.
Implications to Programming/Operations/Campuses/Human Resources
  • None identified.

Student Services

52. Objective – Review Residence Services (Fall 2017)

Proposed Outcome:
  • Quality and consistent approach to residences throughout CNA.

Description of Work Completed:
  • New residence rules and regulations were implemented in February 2018 province-wide. All residences now follow the same rules ensuring consistent application across the province. Also, an occupancy agreement was implemented province-wide in September 2018. This agreement will ensure all dwellers in residences are informed of CNA’s expectations and will ensure a consistent approach to rules and regulations.
  • Renovations at the Bay St. George campus student residence is also continuing, and will provide a modern and updated residence environment once completed.

Cost/Savings Identified:
  • None at this time related to residence services.

Implications to Programming/Operations:
  • None at this time.

Implications to Campuses:
  • Campuses with residences will have well-defined guidelines to manage the facilities and will offer a supportive and engaged residence (living/learning) environment.

Implications Human Resources:
  • None identified.

Continuous Improvement:

33. Objective – Develop Continuous Improvement Department (Spring 2018)

Description of Work Completed:
  • Work is ongoing to determine the best model for a Quality Assurance and Risk Management Department within CNA. A consultant provided direction to CNA during 2018-19 regarding potential approaches to establishing this department, and extensive research is ongoing to determine the appropriate model.

Cost/Savings Identified:
  • To be determined.

Implications to Programming/Operations/Campuses/Human Resources
  • To be determined.
34. Objective – Train Lean Champions (Spring 2018)

Description of Work Completed:
- A Lean training session took place over two days for CNA’s senior leadership team in November 2017. A consultant has been hired to continue the Lean framework development for the College and the related implementation (details below).

35. Objective – Develop Lean Framework for CNA (Fall 2018) / 36. Objective – Begin Performing Lean process reviews (Fall 2018)

Description of Work Completed:
- A 12-month contract has been signed in September 2018 with a consultant in order to develop and commence the implementation of a Lean Management Framework throughout CNA. The work planned to occur during the contract period includes:
  - Undertaking a current state assessment;
  - Lean Six-Sigma black belt support;
  - Implementing and supporting Lean infrastructure;
  - Establishing a communication and engagement strategy;
  - Developing a mentorship structure; and
  - Creating a sustainable Lean capacity for CNA.
- While the contract is for a 12-month timeframe, it is expected that full implementation of all Lean framework components will extend beyond this time period, and many components will require ongoing maintenance and monitoring post-implementation.

Cost/Savings Identified:
- N/A

Implications to Programming/Operations/Campuses/Human Resources
- None identified.
### Annex A
#### Status of Actions

<table>
<thead>
<tr>
<th>Operational Area</th>
<th>Action</th>
<th>Original Timeline</th>
<th>Updated Timeline</th>
<th>Completed</th>
<th>On Track</th>
<th>Delayed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Operations</td>
<td>Balance budget</td>
<td>Annually</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Maximize LMDA funding</td>
<td>Annually</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop new Contract Training financial model</td>
<td>2017 Fall</td>
<td>2019 Winter</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Review international student fees</td>
<td>2017 Fall</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Monitor spending for financial efficiency</td>
<td>Annually</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information Technology</td>
<td>Recruit Director of IT</td>
<td>2017 Spring</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Examine and optimize bandwidth</td>
<td>2017 Fall</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Renew network infrastructure</td>
<td>2018 Winter</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop a plan to upgrade PeopleSoft to version 9.2</td>
<td>2018 Spring</td>
<td>2018 Fall</td>
<td>✓</td>
<td></td>
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<tr>
<td>Human Resource Management</td>
<td>Fill key vacant positions</td>
<td>Immediate</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Reduce volume of grievances</td>
<td>Continual</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Improve relationship with NAPE</td>
<td>Continual</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop a performance management system</td>
<td>2018 Spring</td>
<td>2018 Fall</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Implement College wide wellness program</td>
<td>2018 Spring</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop chemical management program</td>
<td>2018 Spring</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop hearing conservation program</td>
<td>2018 Spring</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Achieve PRIME and receive rebate for 2017 calendar year</td>
<td>2018 Spring</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital Planning and Plant Management</td>
<td>Engage DTW in deferred maintenance planning process</td>
<td>2018 Spring</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Engage DTW to create strategic facility modernization plan</td>
<td>2018 Spring</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operational Area</td>
<td>Action</td>
<td>Original Timeline</td>
<td>Updated Timeline</td>
<td>Current Status</td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------------------------------------</td>
<td>-------------------------------------------------------------</td>
<td>-------------------</td>
<td>-----------------</td>
<td>----------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Organizational Continuous Improvement</strong></td>
<td>Develop Continuous Improvement Department</td>
<td>2018 Spring</td>
<td>2019 Summer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Train Lean champions</td>
<td>2018 Spring</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop Lean framework for CNA</td>
<td>2018 Fall</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Begin performing Lean process reviews</td>
<td>2019 Spring</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
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<tr>
<td><strong>Admissions Process</strong></td>
<td>Centralize enrolment management system</td>
<td>2019 Spring</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
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<tr>
<td><strong>Academic Planning</strong></td>
<td>Publish academic calendar annually in December</td>
<td>2017 Fall</td>
<td>2018 Spring</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Create an internal labour market information system</td>
<td>2019 Fall</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Establish renewed plan for academic process</td>
<td>2019 Fall</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Teaching and Learning</strong></td>
<td>Establish a Centre for Teaching, Learning and Academic Development</td>
<td>2019 Fall</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Online Learning</strong></td>
<td>Develop action plan for Distributed Learning (DL)</td>
<td>2017 Fall</td>
<td>2019 Spring</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Implement DL action plan</td>
<td>2019 Fall</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Student Services</strong></td>
<td>Review residence services</td>
<td>2017 Fall</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>International Business Development</strong></td>
<td>Develop a plan for offering applied degrees</td>
<td>2018 Fall</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop comprehensive plan for international business development</td>
<td>2019 Fall</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Customized &amp; Continuous Learning (CCL)</strong></td>
<td>Finalize new CCL model</td>
<td>2018 Summer</td>
<td>2019 Spring</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Operationalize new CCL model</td>
<td>2019 Spring</td>
<td>2019 Fall</td>
<td></td>
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</tr>
</tbody>
</table>
Information Note
Department of Advanced Education, Skills and Labour

Title: Memorial University's Proposed Faculty of Law

Issue: Memorial University is considering establishing a new Faculty of Law. This note has been requested by Executive to provide an update on the proposal.

Background and Current Status:
- Under the Memorial University Act, Memorial University (MUN) has autonomy over its academic programming, including the creation of new academic faculties and schools. Authority to provide instruction in law is contained in subsection 8(1)(a) of the Act. With the exception of Prince Edward Island, NL is the only province without a law school.

- In 2013, MUN completed a feasibility review of establishing a law school. The review considered existing Canadian law schools’ demographics, legal service demand, and benefits to MUN. The review committee consulted with practicing lawyers, students, faculty, the judiciary, legal aid, parents and advocacy groups with public forums held in Gander, Grand Falls-Windsor, Corner Brook, Happy Valley-Goose Bay, and St. John's.

- The review committee unanimously recommended that MUN establish a law school with 80 students admitted annually, incremental hiring of 20 faculty and average annual tuition of $13,000 to $15,000 per year.

- The review committee estimated that the capital cost to construct a new building to house the law school was approximately $26.1 million (2013 dollars; cost estimate not validated by third-party cost consultant) and the on-going gross operating expenses (salaries, maintenance) would be approximately $5 million annually.

- The review committee suggested that the law school could focus on Indigenous, northern, offshore, oil and gas, and admiralty law. It recommended establishment of a legal aid clinic to provide legal aid services.

- In June 2018, the Provincial Government announced that it had partnered with Indigenous governments and organizations and University of Saskatchewan to help send two Indigenous students annually from NL to University of Saskatchewan’s College of Law. The Provincial Government will fund two articling positions with the Department of Justice and Public Safety for those students upon graduation.

- On November 13, 2018, the MUN Senate reviewed and approved a University proposal to establish a Faculty of Law at MUN. The proposal will next be considered by the Board of Regents for approval.

Analysis:
- The proposal submitted to Senate on November 13, 2018, is for a three-year Juris Doctor (JD) program with a complement of 100 students annually (300 students total in all three years of the program). The Faculty of Law would employ 18 permanent faculty by the third year of the program.
• Students will receive the same core education available at other Canadian law schools and can specialize in Sustainable Northern Resource Development or Social Justice, both with a special attention to Indigenous issues. Students will be able to undertake internships and gain legal experience working as court clerks and in a proposed legal aid clinic.

• In preparing the proposal, MUN undertook consultations with individuals at Grenfell Campus, Labrador Institute and Marine Institute. The proposal presented to Senate includes letters of support from Coalition of Persons with Disabilities; Qalipu Mi'kmaq First Nation Band; and an unnamed Labrador provincial court judge.

• The proposal notes that the Faculty of Law’s projected annual operating budget would be approximately $9 million. The budget would support faculty and staff positions and operating expenditures. The budget includes $1.4 million annually in financing costs to fund the construction of a new building to house the proposed Faculty of Law on MUN’s St. John’s Campus. The proposal does not provide an updated cost estimate for the new facility or further details on how construction of a new facility would be funded. See Annex A for the draft Faculty of Law annual budget.

• Under the Memorial University Act, MUN requires Lieutenant-Governor in Council (LGIC) approval to construct new buildings and to spend the funds to do so, and to maintain and equip buildings. MUN has not submitted a proposal to the Provincial Government for approval to construct a new facility to house the proposed Faculty of Law. Under the Memorial University Act, MUN requires LGIC approval to borrow money for capital projects.

• The proposal notes that the annual Faculty of Law budget would be funded through full cost recovery tuition of $30,000 annually charged to students ($9 million annual budget divided by 300 total students in all three years of the program). The proposal asserts that this tuition would be competitive with other Canadian law school tuition. According to Statistics Canada, however, the average law school undergraduate program tuition in Canada in 2018-19 is $13,332 annually and the average law school graduate program tuition in Canada in 2018-19 is $5,840 annually. See Annex B for a jurisdictional scan of Canadian law school tuition.

• Senate approved the proposal at its November 13, 2018 meeting, provided that the new Faculty of Law remain cost neutral. Under the Memorial University Act, the Board of Regents is responsible for approving the creation of new faculties and schools. The proposal will next proceed to the Board for review and approval at a date to be determined. If approved by the Board, then MUN will conduct wider consultations on the proposed new Faculty of Law prior to its establishment.

Action Being Taken:
• None.

Prepared/Approved by: M. Hunter/ S. Jones/ C. Ennis-Williams

Ministerial Approval:

November 21, 2018
### Annex A
Draft MUN Faculty of Law Annual Budget

<table>
<thead>
<tr>
<th>Budget Category</th>
<th>Annual Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Salaries</strong></td>
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</tr>
<tr>
<td>Total Instructional Salaries</td>
<td>$2,900,000</td>
</tr>
<tr>
<td>Total Administration Salaries</td>
<td>$700,000</td>
</tr>
<tr>
<td>Total Library Salaries</td>
<td>$300,000</td>
</tr>
<tr>
<td><strong>Total Salaries</strong></td>
<td><strong>$3,900,000</strong></td>
</tr>
<tr>
<td><strong>Operating</strong></td>
<td></td>
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<tr>
<td>School Operating</td>
<td>$300,000</td>
</tr>
<tr>
<td>Library Operating</td>
<td>$30,000</td>
</tr>
<tr>
<td>Library Acquisitions</td>
<td>$1,900,000</td>
</tr>
<tr>
<td>Student Support</td>
<td>$300,000</td>
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<tr>
<td>Facilities Operating Costs</td>
<td>$600,000</td>
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<tr>
<td>Financing Cost</td>
<td>$1,400,000</td>
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<td>New Hires</td>
<td>$40,000</td>
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<tr>
<td><strong>Total Operating</strong></td>
<td><strong>$4,570,000</strong></td>
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<td><strong>Total Direct Expenditures</strong></td>
<td><strong>$8,470,000</strong></td>
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<tr>
<td>Central Overhead</td>
<td>$500,000</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$8,970,000</strong></td>
</tr>
</tbody>
</table>

Source: Faculty of Law proposal presented to MUN Senate, November 13, 2018.

The program would be full cost-recovery by year three of implementation (approximately $9 million divided by a total of 300 students enrolled in all three years of the program, equals $30,000 annual tuition per student).
Annex B
Jurisdictional Scan of Law School Annual Tuition in Canada, 2018-19

Undergraduate Law Programs

<table>
<thead>
<tr>
<th>Country</th>
<th>NS</th>
<th>NB</th>
<th>QC</th>
<th>ON</th>
<th>MB</th>
<th>SK</th>
<th>AB</th>
<th>BC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canada</td>
<td>$13,332</td>
<td>$15,045</td>
<td>$9,366</td>
<td>$2,881</td>
<td>$21,614</td>
<td>$10,359</td>
<td>$13,653</td>
<td>$11,025</td>
</tr>
</tbody>
</table>

Source: Statistics Canada. Table 37-10-0003-01 Canadian undergraduate tuition fees by field of study.

Graduate Law Programs

<table>
<thead>
<tr>
<th>Country</th>
<th>NS</th>
<th>NB</th>
<th>QC</th>
<th>ON</th>
<th>MB</th>
<th>SK</th>
<th>AB</th>
<th>BC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canada</td>
<td>$5,840</td>
<td>$7,813</td>
<td>$3,951</td>
<td>$2,731</td>
<td>$11,015</td>
<td>$4,962</td>
<td>$2,758</td>
<td>$4,125</td>
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</tbody>
</table>

Source: Statistics Canada. Table 37-10-0004-01 Canadian graduate tuition fees by field of study.

Note: The undergraduate and graduate tuition averages are weighted tuition averages calculated by Statistics Canada to ensure comparability between jurisdictions and may not represent the specific "sticker price" that an individual student may pay in tuition at a specific post-secondary institution. The Canadian average is a weighted tuition average of the tuition that all undergraduate or graduate law students pay in Canada and is not the average of the provincial averages.
Information Note
Department of Advanced Education, Skills and Labour

Title: Changes to Academic Programming at College of the North Atlantic

Issue: College of the North Atlantic (CNA) is making academic programming changes for September 2019. This note has been requested by Executive to inform the Minister.

Background and Current Status:
- College of the North Atlantic (CNA) operates 17 campuses in Newfoundland and Labrador and is the province’s only public college. CNA enrolls 5,277 students (fall 2018) and is receiving an operating grant from the Provincial Government of $64.2 million in 2018-19.
- Pursuant to the College Act, 1996, Section 15, CNA’s Board of Governors is responsible for identifying the educational and training requirements of the provincial labour market, approving, and providing courses or programs to meet those needs.
- CNA conducts annual academic planning process to determine programming offerings. Program capacity adjustments take into account student and industry need and changes are implemented to match graduate outcomes with strong local labour market demand, and curricular alignment with industry/occupational need.
- The Provincial Government has no role in CNA’s academic planning process.

Analysis:
- Based on its academic planning process, CNA will make programming changes at eight campuses effective September 2019. CNA’s website will reflect these changes on November 21, 2018.
- Prince Philip Drive – CNA will add four additional seats to the Diagnostic Ultrasonography program (for a total of eight seats). CNA is in discussions with Eastern Health regarding an agreement for related practicums.
- Carbonear – CNA will add a Retail Meat Cutter program. CNA is developing a more detailed event scenario to announce this program addition.
- Placentia – CNA will suspend the Welder program that will result in a layoff of a permanent instructor. The instructor has been notified. CNA will continue to offer the program at Burin, Corner Brook, Happy Valley-Goose Bay, Labrador West, and Prince Philip Drive. CNA will add a second section of the Heavy Duty Technician program.
- Burin – CNA will add a Sheet Metal Working program, which will then be offered at the campus every second year. CNA is developing a more detailed event scenario to announce this program addition.
- Bonavista – CNA will add a Culinary Arts and Tourism program. CNA is developing a more detailed event scenario to announce this program addition.
- Baie Verte – CNA will add the Office Administration program (via blended in-class and online learning) and is maintaining the Personal Care Attendant program.
• Corner Brook – CNA will add a Power Engineering 3rd Class program and, pending funding, an Agricultural Technician Two-Year Pilot program.

• Bay St. George – CNA will suspend its Powerline Technician program. This will result in the layoff of a temporary contractual employee. The instructor has been notified. CNA will continue to offer the program at Happy Valley-Goose Bay, Seal Cove, and St. Anthony.

• With the opening of the Heavy Equipment Centre of Excellence at the Bay St. George Campus in fall 2019, the only CNA program left in Stephenville Crossing is Hairdressing. This program will be relocated to the Bay St. George Campus in September 2019 and the building in Stephenville Crossing may be closed, pending CNA’s further discussions with the Department of Transportation and Works.

• St. Anthony – CNA will add Business Administration (via blended in-class and online learning) and Personal Care Attendant programs.

• In addition to the planned changes for September 2019, CNA is developing programs to be possibly offered in future years, including an English as a Second Language program via distributed learning and a Cyber Security program for the Prince Philip Drive Campus.

Action Being Taken:
• None.

Prepared/Approved by: M. Hunter/ S. Jones/ C. Ennis-Williams
Ministerial Approval: November 19, 2018.
Information Note
Department of Advanced Education, Skills and Labour

Title: Innu Impact and Benefits Agreement (IBA) Pay-outs

Issue: Request from Innu leadership to amend Income and Employment Support Regulations to consider IBA pay-outs to the Innu as exempt income.

Background and Current Status:
- When Natuashish and Sheshatshiu were granted Reserve status in 2002 and 2006 respectively, the Government of Canada became responsible for funding and delivery of Income Support. The Province of Newfoundland and Labrador continued to administer this federally funded program until devolution to the Innu in April 2016. Since devolution, the number of Income Support cases has increased from 60 to over 250.

- It is the expectation of the Federal Government that the Innu Roundtable Secretariat (IRTS) deliver Income Support benefits according to provincial Income and Employment Support (IES) Regulations and policy. This is outlined in the bilateral agreement between the Innu and Federal Government on Income Support delivery.

- Each December, the Innu Nation issues $500 to each band member from the IBA negotiated by Vale Inco. with the Nunatsiavut Government and the Innu Nation in 2008. The IBA is related to mining of the Voisey’s Bay deposit within areas that are traditional lands, subject to land claims by the Innu and Inuit.

- The IBA pay-outs are not considered exempt income in Section 8, IES Regulations, and pay-outs have been deducted from Income Support benefits issued to Innu recipients by the province since 2008. The Innu are now asking the province to amend IES Regulations to consider the annual IBA pay-outs as exempt income.

- The issue of IBA pay-outs has been raised with the Premier by Innu Nation Leaders a number of times since devolution, in person and in writing. The Innu have requested amendments to the IES Regulations to exempt IBA payouts, firstly in a letter to the Premier in January 2017, and most recently in an October 12, 2018 Memorandum to the Deputy Ministers of the Departments of Advanced Education, Skills and Labour (AESL) and Indigenous Affairs (IA).

- November 27, 2018, AESL, IA, and Departmental Solicitors met with the Innu Nation, their legal representative, and consultant. It was agreed that if the Federal Government provides the Province written support to exempt IBA payouts, acknowledging this will increase federal expenditures, the Province will consider amending IES Regulations. It was further agreed that the IRTS and the Province would send a joint letter to the Federal Government seeking Federal concurrence on this matter. Innu legal representatives will initiate discussion with the IRTS to confirm agreement with this proposed approach.

Analysis:
- The IRTS is the delivery agent for both Income Support and IBA pay-outs and therefore has full knowledge of Income Support clients receiving pay-outs, as well as the amounts.

- Since devolution in 2016, Innu leaders have directed IRTS staff to consider IBA pay-outs as exempt income, knowingly in contravention of provincial IES Regulations.
• In March 2018, the Innu received correspondence from Federal Minister of Indigenous Services, Hon. Jane Philpott, stating the Department will set aside the recovery of funds related to the December 2016 and December 2017 Innu Trust payments. The letter reaffirmed it is the expectation of the Department that the Innu will continue to align with all other provincial policies.

• The Department of Advanced Education, Skills and Labour (AESL) has not considered an amendment to IES Regulations to include IBA pay-outs as exempt income. This is consistent with the treatment of other lump sum payments received by Income Support clients that are not compensatory. Any future submission to amend the IES Regulations to include IBA pay-outs as exempt income will consider legal and constitutional implications.

• It is the expectation of the Federal Government that First Nations abide by provincial Income Support legislation in all jurisdictions; however, in 2017, other Atlantic provinces advised that no requests to change provincial legislation had ever been made, and there was no involvement with First Nations on Income Support.

Action Being Taken:
• Subject to agreement by the IRTS, the Province and the IRTS will send a joint letter to the Federal Government seeking Federal concurrence that it will exempt IBA payouts, subject to the Province amending the IES Regulations.

Prepared/Approved by: C. King/W. Mavin
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