Post-Secondary Education, Training and Labour

Annual Report **2015–2016**



Post-Secondary Education, Training and Labour Annual Report 2015-2016

Province of New Brunswick PO 6000, Fredericton NB E3B 5H1 CANADA

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Transmittal letters

From the Minister to the Lieutenant-Governor

The Honourable Jocelyne Roy-Vienneau Lieutenant-Governor of New Brunswick

May it please your Honour:

It is my privilege to submit the Annual Report of the Department of Post-Secondary Education, Training and Labour, Province of New Brunswick, for the fiscal year April 1, 2015, to March 31, 2016.

Respectfully submitted,

Honourable Donald Arseneault Minister

From the Deputy Minister to the Minister

Honourable Donald Arseneault
Minister of Post-Secondary Education, Training and Labour

Sir:

I am pleased to be able to present the Annual Report describing operations of the Department of Post-Secondary Education, Training and Labour for the fiscal year April 1, 2015, to March 31, 2016.

Respectfully submitted,

Jean-Marc Dupuis Deputy Minister

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Minister's message

The Department of Post-Secondary Education, Training and Labour plays a vital role in helping our government realize its priorities of job creation and economic growth through higher education, skills training and population growth.

The department's mandate is to cultivate a well-educated, highly skilled and productive workforce and population through innovative programs and services that contribute to a prosperous province.

Whether it is providing opportunities for students that need financial support to obtain a post-secondary education, giving young New Brunswickers the chance to gain on-the-job experience or helping someone enter the workforce for the first time, there is no question the work that this department is doing is having a positive and lasting impact on people's lives.

As we have reached the halfway point of our mandate, I think it is important to reflect not only on the opportunities that await us, but the accomplishments we have achieved together, including:

- · Laying the groundwork for the free tuition program to help those that need it the most;
- Revitalizing the Student Employment and Experience Development Program to help more than 2,000 students receive work experience in their discipline; and
- Renewing the Youth Employment Fund program to help train young people and give them the skills they need to succeed in today's workforce.

Despite the positive efforts we are making together, our province continues to face challenges in terms of an aging population, youth out-migration and low birth rates. That is why we are working hard and making targeted efforts to reach as many New Brunswickers as possible while attracting newcomers to the province through a variety of outreach programs. In addition, our government will continue to work with stakeholders, including students, labour leaders, multicultural organizations and many more to ensure that we move forward together in the best way possible.

I thank our hardworking and dedicated staff for all that they do to make New Brunswick the best place to live, work and raise a family.

Honourable Donald Arseneault
Minister of Post-Secondary Education, Training and Labour

Deputy Minister's message

Throughout the 2015-2016 fiscal year, the Department of Post-Secondary Education, Training and Labour accomplished a number of key goals and objectives to help give New Brunswickers the education, training and skills needed in a highly competitive 21st century workforce.

As the department's Deputy Minister, I am pleased with our continued success of a variety of longstanding programs and services. For the fiscal year in question, departmental staff worked hard to prepare a free tuition program for students attending a public university or college in New Brunswick, developed a revamped Student Employment Experience Development (SEED) program, that helped more than 2,000 students gain valuable experience with employers in their field of study, introduced a pilot project to keep several libraries across the province open every day of the week and hosted a national skills competition and collaborated with our regional partners on trades and training initiatives.

These are just some of the many key accomplishments realized during the past fiscal year. I am confident that the upcoming year will present itself with a number of opportunities for us to continue making New Brunswick one of the best places to work in a safe, diverse and inclusive environment.

There is no question that New Brunswick, as with any other province, will continue to face a number of challenges. But I am confident that we have the right team in place to move us forward for the benefit of all New Brunswickers.

I thank the staff of the Department of Post-Secondary Education, Training and Labour for their commitment to professionalism and service on behalf of the people of New Brunswick.

Jean-Marc Dupuis Deputy Minister

Highlights

- The Industrial Relations Branch broadened the scope of its non-legislated, preventive
 mediation program to provide more conflict resolution services, such as mediation and
 facilitation, to the public sector. This initiative has been met with positive feedback from
 stakeholders.
- The minimum wage will be increased to \$10.65 per hour from \$10.30 per hour on April 1, 2016.
- The department launched its province-wide Labour Market Information for Youth initiative, delivering labour market information presentations throughout the province in anglophone and francophone school districts to more than 2,000 high school students.
- There were 349,807 search sessions on NBjobs.ca with 32,313 job postings from April 1, 2015, to March 31, 2016. Between May 12, 2014, and March 31, 2015, there were 184,456 search sessions and 28,554 new job advertisements on the website. The website was launched in May 2014.
- An additional \$3 million was provided to publicly funded post-secondary education institutions to support the development and implementation of pilot programs and other initiatives to increase access for students, particularly from underrepresented groups such as First Nations and persons with disabilities.
- The department administered \$153.8 million in student financial assistance to 12,720 students.
- The Employment and Continuous Learning Branch supported the stakeholder consultations and coordination required for the creation of the New Brunswick Comprehensive Literacy Strategy.
- This was the first full year of the delivery of the new Canada-NB Job Grant program. The
 Employment and Continuous Learning Branch regional staff delivered presentations
 to various stakeholders. Awareness and interest in the program contributed to positive
 results.
- The number of active apprentices increased slightly. In 2015-2016, 4,323 apprentices were active compared to 4,228 in 2014-2015.
- New Brunswick Public Library Services was the recipient of the Canadian National Institute for the Blind New Brunswick Outstanding Partnership Award in recognition of its commitment and leadership in the area of accessible library services.
- The number of visits to public libraries increased by 180,961 or 9.5 per cent from the 2014-2015 fiscal year (1,901,714 compared to 2,082,675 in 2015-2016).
- The Population Growth Division helped to develop and implement the provincial response to the influx of 1,225 Syrian refugees between Nov. 4, 2015, and March 31, 2016. In comparison, Nova Scotia resettled 833 refugees, Prince Edward Island, 197, and Newfoundland and Labrador, 230, during the same period. New Brunswick welcomed 49 per cent of the Syrian refugees across Atlantic Canada during that period.
- According to Statistics Canada, the 2013 retention rate of immigrants in the province was 72.4 per cent, compared to 69.8 per cent for 2012.

Performance measures

Strategic priorities

Strategy management

The Government of New Brunswick (GNB) uses a formal management system built on leading business practices to develop, communicate and review strategy. This process provides the public service with a proven methodology to execute strategy and continuously drive improvement.

The development of the strategy, using the formal management system, starts with a strategic vision of *Moving New Brunswick Forward*. This vision is anchored in four strategic themes which include:

 More jobs – Creating the best environment for jobs to be generated by New Brunswickers, by businesses, by their ideas, by their entrepreneurial spirit, and by their hard work. This includes providing seamless support to businesses, leveraging new technologies and innovation by supporting research and development, and developing a skilled workforce by improving literacy and education.

- Fiscal responsibility Getting New Brunswick's fiscal house in order through a balanced approach to decrease costs and increase revenues.
- Best place to raise a family Designing social programs to make life more affordable and make New Brunswick the best place to raise family.
- Smarter government Providing taxpayers with better value for their money by transforming the culture of government by eliminating waste and duplication, adopting new innovations in technology to improve services and savings and improving accountability measures.

Performance measures

More jobs	Measures
Support/develop the workforce.	Percentage of employment action plans closed with an employment result.
Fiscal responsibility	Measures
Achieve sustainable budget.	Ratio of actual to budgeted expenditures.
Best place to raise a family	Measures
Fairer access to government services.	Number of New Brunswick children with a library card.
Smarter government	Measures
Drive a culture of continuous improvement.	Dollars saved per continuous improvement.

More jobs

Objective of the measure

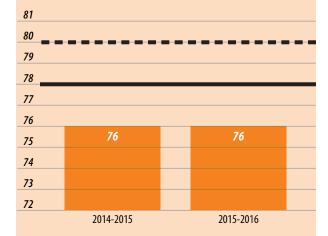
Support/develop the workforce.

Measure

Percentage of employment action plans closed with an employed result.

Description of measure

This is the percentage of clients who have established an employment action plan with an employment counsellor or a third-party service provider and had their action plan closed because they were either employed or self-employed.



Overall performance

At the end of 2015-2016, 76 per cent of action plans were closed with an employed result.

Baseline: 78% **Actual**: 76% **Target**: 80%

Why do we measure this?

Interventions supported through the Employment and Continuous Learning Services Branch aim to align programs, services, resources and learning opportunities so that the needs of clients and the labour market are met.

Employment and continuous learning programs provide the professional and financial support necessary for individuals who require the additional support to become attached to the labour force. Based on the results of an initial employability assessment, an employment action plan is developed with clients. The purpose of the plan is to help job seekers in career decision-making, planning and preparing for work and job searches.

What initiatives or projects were undertaken in the reporting year to achieve the outcome?

The following activities were undertaken to achieve the outcomes noted above:

- Developed innovative programs which support labour force attachment.
- Fostered strong linkages with businesses and the communities through events coordinated at the regional level.
- Increased work with clients from the Department of Social Development, persons with a disability, youth and members of First Nations communities.
- Continued delivery of employment services by regional delivery teams and third-party contracted service providers.

Fiscal responsibility

Objective of the measure

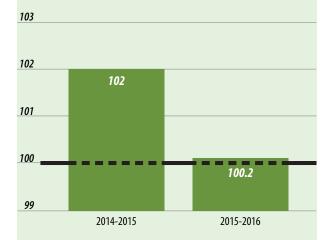
Achieve sustainable budget.

Measure

Ratio of actual to budgeted expenditures.

Description of measure

The ratio measures whether the department is adhering to the expense budget that it tabled at the beginning of the fiscal year. The ratio will exceed 100 per cent when spending is over-budget and will be less than 100 per cent when spending is under-budget.



Overall performance

The department set its 2015-2016 gross budget figure at \$614,879,950. Actual expenditures totalled \$616,030,383, for a variance to budget (over-expenditure) of \$1,150,433.

The variance was primarily due to increased demand in client-driven employment, community adult learning and apprenticeship programs. The department performed ongoing monitoring of expenses throughout the year to take corrective action when possible.

Baseline: 100.0%
Actual: 100.2%
Target: 100.0%

Why do we measure this?

New Brunswickers want assurances that their tax dollars add value and are spent appropriately. To ensure sustainable budgets during the long-term, departments need to provide programs and services to New Brunswickers while ensuring they function within their budgets.

What initiatives or projects were undertaken in the reporting year to achieve the outcome?

To achieve this target, the department completed the following project:

· Ongoing monitoring of expenses.

Best place to raise a family

Objective of the measure

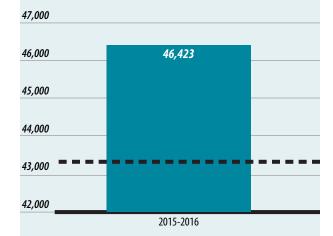
Fairer access to government services.

Measure

Number of children with a library card.

Description of measure

The number of children 12 years old and younger who have a public library card.



Overall performance

Trend analysis of children getting a library card shows an average of 377 new memberships monthly between January 2013 and April 2015.

Baseline: 41,259 **Actual**: 46,423 **Target**: 43,323

Why do we measure this?

Reporting on the number of juvenile memberships indicates the value families place on reading, literacy and lifelong learning. A library card membership is required to borrow reading material, to access online library services and to use computers in the library.

What initiatives or projects were undertaken in the reporting year to achieve the outcome?

Some of the activities undertaken to increase the number of children 12 and younger with a library card included:

- Eliminated fines on juvenile library cards.
- Continued the development and delivery of library programs targeted to children both inside and outside the library.
- Continued partnerships with the education sector and literacy organizations to promote public library services offered to children.

Smarter government

Objective of the measure

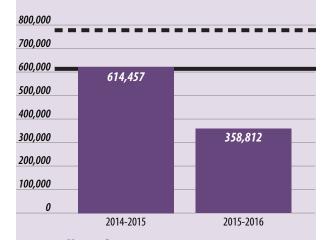
Drive a culture of Continuous Improvement initiatives.

Measure

Dollars saved per Continuous Improvement initiatives.

Description of measure

This measure targets savings (including revenue generation activities, hard or soft cost avoidance and hard or soft cost reduction) resulting from Lean Six Sigma projects and related Continuous Improvement initiatives.



Overall performance

By the end of 2015-2016, the department realized \$358,812 in savings or increased cash flow through formalized Continuous Improvement initiatives.

Why do we measure this?

Measuring the progress on the department's Process Improvement initiatives indicates how well the department is doing in eliminating and controlling costs by managing smarter through increased efficiencies.

What initiatives or projects were undertaken in the reporting year to achieve the outcome?

There was a significant emphasis on Strategic Program Review activities that diverted efforts from Continuous Improvement initiatives. Savings achieved were primarily based on the following activities:

- About 150 staff were trained in Waste Walks and saved more than \$185,000.
- Finding efficiencies in the training and employment support program for persons with disability while improving customer service.
- Language testing services determine how to improve or maintain services to clients with reduced resources.
- Student financial services finding efficiencies to allow for improved customer service.

Overview of departmental operations

Mission:

The mission of the Department of Post-Secondary Education, Training and Labour is three-fold: people, skills and jobs. The department empowers people with the skills and knowledge to succeed in New Brunswick as a place to live, learn and work in a fair, safe and inclusive environment.

Vision:

The vision of the department is a prosperous New Brunswick where post-secondary educational institutions, businesses and government collaborate to encourage innovation, diversity and employment opportunity.

Goal:

The goal of the department is for a future where:

- New Brunswickers know where the job opportunities are and know the department's training and programs are aligned to meet these needs.
- Opportunities are provided to youth to stay in or return to New Brunswick.
- New Brunswick has grown its population and increased the workforce participation rate of all New Brunswickers.
- The department has stronger relationships with multi-sectorial partners with clear roles and expectations.

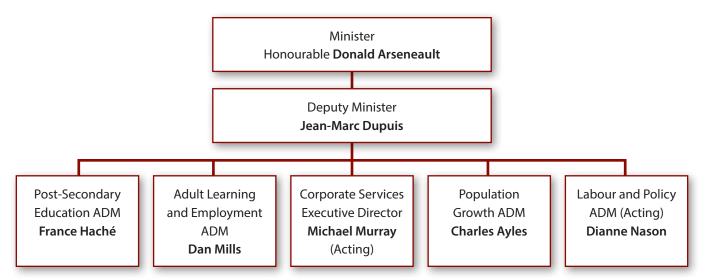
- The department is aligned, focused and accountable with strong leadership and a team that embraces change.
- Department employees are confident about their ability to influence the future of New Brunswick.

Key Results areas:

- People
 - Stimulate growth and diversity in our population.
 - Invest in our youth population.
 - Ensure labour policy and legislation are progressive.
- Skills
 - Improve literacy and essential skills.
 - Accelerate training and education opportunities.
 - Enhance experiential learning opportunities.
- Jobs
 - Create opportunities for all New Brunswickers.
 - Connect people to jobs and jobs to people.
 - Invest in employment programs and services.

(Source: *Strategic Plan 2015-2018*, Department of Post-Secondary Education, Training and Labour, Page 9)

High-level organizational chart



Divisions overviews and highlights

Labour and Policy Division

The **Labour and Policy Division** is mandated to provide services to the public through the administration of various acts and regulations for which the department is responsible. The division also supports the department through policy, ensuring consistency with government priorities and activities; research and analysis, including labour market information and program evaluations; labour market forecasts; environmental scans; and legislative and regulatory services.

The New Brunswick Human Rights Commission and the Workers' Compensation Appeals Tribunal reports administratively to the Minister through the assistant deputy minister of the Labour and Policy Division. Through the Assistant Deputy Minister's Office, the division also plays a key role in supporting appropriate partnership and dialogue with WorkSafeNB and industry stakeholders as it pertains to the development of legislative, regulatory and policy initiatives related to occupational health and safety workers' compensation. They release annual reports separate from the department.

The division consists of the Workplace Services (Industrial Relations and Employment Standards) Branch, Advocates' Services (Workers' Advocates and Employers' Advocates) and Strategic Services.

The Workplace Services (Industrial Relations) Branch facilitates relations between labour and management in the private and quasi-public sectors by providing neutral third-party assistance and preventive mediation services. It provides third-party assistance to the parties to help them overcome impasses during negotiations through the appointment of a conciliation officer, mediation officer, conciliation board, arbitration board or a combination thereof. It also provides preventive mediation services to promote healthy labour relations between the parties while a collective agreement is in force. The branch administers the *Industrial Relations Act* and its regulations by promoting labour management relations in the unionized private and quasi-public sectors of the province.

HIGHLIGHTS

- Twenty-one labour disputes were settled with the intervention of the branch. The disputes occurred during the negotiation of collective agreements.
- Twenty-nine labour disputes were settled before strike or lockout action, and one of which resulted in a work stoppage.
- Twenty-one rights arbitrators were appointed and 33 grievances were mediated.
- The branch provided conciliation services in three disputes in the public sector.

The Workplace Services (Employment Standards) Branch promotes, oversees and enforces the Employment Standards Act and its regulations. The Act, which applies to all provincially regulated employee-employer relationships, specifies the minimum standards of employment, such as minimum wage, overtime rates, hours of work, vacation pay as well as paid public holidays. The branch is responsible for representing the director at hearings

before the New Brunswick Labour and Employment Board. A significant piece of the mandate is to raise awareness and educate employers, employees and students about their rights and responsibilities vis-à-vis the legislation. The staff conducts numerous educational sessions throughout the province to encourage better awareness of the Act.

Employment Standards activity

Fiscal year	Number of information sessions	Number of inquiries	Formal complaints investigated	Moneys recovered for employees
2015-2016	211	12,984	903	\$829,783
2014-2015	130	13,595	803	\$533,446

HIGHLIGHTS

- The minimum wage will be increased to \$10.65 per hour from \$10.30 per hour on April 1, 2016.
- Two-hundred eleven information sessions were held on the basics of the Employment Standards Act.
 They were provided to students in public schools and post-secondary institutions.
- The branch responded to 12,984 inquiries about employment-related concerns.
- The branch investigated 903 formal complaints.

The Advocates Services (Workers' Advocates) Branch is mandated under the Workers' Compensation Act to help injured workers and their dependants on matters related to claims for workers' compensation. Advocates help by providing information, advice and, when appropriate, representation at appeal hearings. The branch ensures appropriate workers' compensation and occupational health and safety legislation enforcement.

HIGHLIGHTS

- There were 556 new cases, 406 cases closed and 740 active cases.
- Advocates represented clients at 158 hearings before the Workers' Compensation Appeals Tribunal.

The Advocates Services (Employers' Advocates) Branch helps employers with workers' compensation matters through communication and consultation, it also provides engaged learning opportunities. The branch provides employers with specialized advice and representation on workers' compensation issues before WorkSafeNB. It provides specialized advice to employers on all aspects of workers' compensation and its governing legislation.

HIGHLIGHTS

- There were 654 active cases and 292 closed cases.
- Advocates represented clients at 77 hearings before the Workers' Compensation Appeals Tribunal.

The **Strategic Services Branch** develops effective and strategic policy and research responses to a range of priorities and issues. It also supports the department in decision-making and policy development through research, evaluation and analysis. The branch leads and supports policy development; develops labour market information; ensures the department meets its obligations under the *Right to Information and Protection of Privacy Act*; ensures GNB meets its obligations under international labour and human rights conventions; and ensures GNB addresses the obligations related to labour mobility outlined in chapter 7 of the *Agreement on Internal Trade*.

HIGHLIGHTS

- The department launched its province-wide Labour Market Information for Youth initiative, delivering labour market information presentations throughout the province in anglophone and francophone school districts to 2,021 high school students.
- The department completed nine evaluation projects related to the employment programs and services to ensure they met the needs of the labour market.
- Phase II of the comprehensive review of workers' compensation legislation began in July 2015. Subject matters included:
 - governance structure (board membership and mandates for WorkSafeNB);
 - examination of the role and functions of workers' and employers' advocates; and
 - review of section 38 of the Workers' Compensation Act.

Post-Secondary Education Division

The **Post-Secondary Education Division** has the responsibility for overseeing the post-secondary education system, including public and private universities and colleges, the delivery of student financial assistance programs and the operation of the New Brunswick College of Craft and Design. The division provides funding to public institutions and works closely with them to further priority research and student-centred initiatives relating to broadening access to post-secondary education, developing experiential learning opportunities, ensuring successful pathways to graduations and facilitating credit transfers among public institutions.

The division consists of the Post-Secondary Affairs and University Relations Branch, the Research and Strategic Initiatives Branch, the Student Financial Services Branch and the New Brunswick College of Craft and Design.

The Post-Secondary Affairs and University Relations Branch promotes post-secondary education in the province through working with post-secondary institutions. There are three main units within the branch: University Relations, College Relations and Private Occupational Training. The branch provides advice and guidance on the administration of the yearly funding to public universities through the Maritime Provinces Higher Education

Commission. It fulfils statutory and regulatory obligations under the *Degree Granting Act*. It supports and advises the Minister to fulfil government's responsibilities under the *New Brunswick Community College Act*. It is responsible for the administration of the *Private Occupational Training Act*. In 2015-2016, 47 private colleges were registered, covering 3,128 students.

HIGHLIGHTS

- GNB invested \$91.1 million in the operations of the two community colleges.
- GNB invested \$220 million in the operations of the Maritime College of Forest Technology and the four public universities.

The Research and Strategic Initiatives Branch promotes access to post-secondary education and training, fosters a culture of research and innovation in the province through public post-secondary institutions and encourages transitions into the post-secondary sector and the workforce. It promotes inter-jurisdictional communication on post-secondary education issues and collaborates with other governments to align strategic priorities with the K-12 education sector. It provides policy advice related to the post-secondary education sector.

HIGHLIGHTS

- \$7.2 million was delivered to support research and innovation-related projects and programs, primarily through the New Brunswick Innovation Foundation, including the funding of 188 graduate scholarships and 111 research assistantship positions.
- An additional \$3 million was provided to publicly funded post-secondary education institutions to support the development and implementation of pilot programs and other initiatives to increase access to post-secondary education for students, particularly from underrepresented groups, such as First Nations and persons with disabilities.

The **Student Financial Services Branch** administers and delivers federal and provincial government student financial assistance programs. It encourages access to

post-secondary education by providing needs-based student financial assistance to qualifying New Brunswick residents.

HIGHLIGHT

 The department administered \$153.8 million in student financial assistance to 12,720 students.

The New Brunswick College of Craft and Design has a provincial mandate to be a centre of excellence, building a community of professional practice through applied and entrepreneurial learning in craft and design. It offers two certificate programs (Foundation Visual Arts and Graduate Studies) and eight diploma programs (Aboriginal Visual Arts, Fashion Design, Textile Design, Ceramics, Jewellery/Metal Arts, Graphic Design, Integrated Media and Photography).

HIGHLIGHTS

- The college received an operating grant of \$3.1 million, yielding a seat capacity of 282 funded seats.
- There were 118 college graduates in 2015-2016.

Adult Learning and Employment Division

The Adult Learning and Employment Division is mandated to support the development of human resources in New Brunswick by supporting the delivery of adult literacy and learning programs and services; recognizing achievement of competencies; developing and providing public library services to help New Brunswickers' informational, educational, recreational and cultural needs; and delivering programs and services that assist unemployed New Brunswickers acquire the skills and employment experience necessary to secure full-time employment, and that assist New Brunswick employers find the right individuals for their jobs.

Canada-New Brunswick Labour Market Agreements

1. Under the Canada-New Brunswick Labour Market Development Agreement, GNB served 10,411 active employment insurance claimants, facilitated the employment of 8,179 of the active claimants and facilitated save the employment insurance account \$31.02 million. The total number of clients served under the agreement was 14,815.

2. Under the *Canada-New Brunswick Job Fund Agreement*, GNB served 3,821 clients.

Atlantic Workforce Partnership

The Council of Atlantic Premiers established the Atlantic Workforce Partnership. It is enabling provinces to work together to improve skills training, promote apprenticeship opportunities, recruit and retain immigrants, and build on the strengths of our communities to meet new economic challenges and opportunities. Priority areas identified within the Atlantic Workforce Partnership action plan include: attraction and immigration; apprenticeship harmonization; federal labour market programs; labour market information; business supports; and youth initiatives.

The division consists of the Employment and Continuous Learning Services Branch, the Apprenticeship and Occupational Certification Branch and New Brunswick Public Library Services.

The Employment and Continuous Learning Services Branch provides employment programs, services and continuous learning opportunities to New Brunswickers with the vision to strategically align programs, resources and learning opportunities so that they consistently meet clients' labour market needs. The branch ensures that programs and services provided by the department are responsive to the needs of job seekers, adult learners and employers, that new initiatives are developed when a gap in service is identified; and that local staff has the tools and supports required to help clients with their training and employment needs. The branch is responsible for increasing literacy and workplace essential skills.

HIGHLIGHTS

- Momentum and interest continue to build around the Youth Employment Fund and One-Job Pledge programs. Regional staff worked closely with interested employers and youth.
- The 2015-2016 fiscal year was the first full year of delivery of the new Canada-NB Job Grant program. The Employment and Continuous Learning Branch regional staff delivered presentations to stakeholders. Employers submitted 617 applications under the program.

- Per recommendations in the provincial Employment Action Plan for Persons with a Disability, the first annual provincial two-day training conference for employment assistance services providers was held, creating a network of service providers.
- The branch supported the stakeholder consultations and coordination required for the creation of the New Brunswick Comprehensive Literacy Strategy.

Training in workplace essential skills

Year	Number of learners	Number of initiatives
2015-2016	1,367	85
2014-2015	1,259	84

Of the 1,367 individuals engaged in training, 209 were employed and 1,158 were unemployed and received training on the essential skills specific to their occupational goals.

Program	Number of individuals assisted by program			
	2015-2016	2014-2015		
Self-Employment Benefit	388	354		
Student Employment and Experience Development	1,439	1,467		
Training and Employment Support Services	678	594		
Training and Skills Development	7,324	7,138		
Work Ability	470	299		
Workforce Expansion - One-Job Pledge	1,570 522 positions	1,585 594 positions		
Youth Employment Fund (launched April 2015)	1,482	n/a		

The Apprenticeship and Occupational Certification Branch provides quality apprenticeship learning, lifelong skill development and certification opportunities in designated occupations that are standardized, current and relevant to the needs of industry and its workforce. Through its regional operations, the branch provides these services to thousands of skilled trade apprentices and trades people by scheduling level training opportunities, validating curriculum and working to ensure

those performing work in the various sectors have the proper qualifications. The branch ensured that the skilled trades workforce has the skills and knowledge necessary to function effectively in the labour market. It identified training needs in conjunction with industry, developed programs in the 53 occupations for which apprenticeship training is offered and provided certification services in the 69 designated occupations.

HIGHLIGHTS

- Worked with the Division as well as training providers to provide four communities with training, including essential skills training with customized trades curriculum and hands-on learning, trades orientation and specific trades training for Aboriginal apprentices.
- In 2015-2016, under the National Harmonization Initiative of the Forum of Labour Market Ministers, the four areas of harmonization were trade name, total hours required for completion, number of training levels and sequencing of technical training in-school.
- In December 2015, New Brunswick was selected as the host province for the Skills Canada National Competition.

New Brunswick Public Library Services is responsible for providing, under the New Brunswick Public Libraries Act and New Brunswick Public Libraries Foundation Act, public library services to the residents of New Brunswick that respond to their educational, informational, cultural, and recreational needs. The branch is responsible for collection development; management of the provincial catalogue; library systems and information technology management, development and support; and development and delivery of library programs and services for all ages. The branch works with local library boards, partners and stakeholders. The services consist of 65 service points (52 public libraries, 11 public-school libraries, one virtual branch and one library services-by-mail branch) that are managed through five library regions and one provincial office.

HIGHLIGHTS

- New Brunswick Public Library Services is no longer charging fines for items checked out on juvenile library cards.
- It revised its provincial policy on open hours to ensure all public libraries are open on Saturday, year-round.
- It received the Canadian National Institute for the Blind New Brunswick Outstanding Partnership Award in recognition of our commitment and leadership in the area of accessible library services.
- It adopted the revised Library Facility Standards, which offers an up-to-date tool for planning the renovation, expansion and construction of public libraries.
- It launched a new version of the public libraries catalogue. Some of the enhancements for patrons included:
 - an accessible version designed for screen readers that can also serve as a low bandwidth version for patrons that do not have high-speed Internet connections at home;
 - a more direct mode of access for renewing loans;
 - pre-set search buttons that highlight specific types of resources to help patrons find items quicker; and
 - the addition of pages dedicated to specific subjects such as New Brunswick and Canadian authors and publishers.

Population Growth Division

The **Population Growth Division** is responsible for implementing government policies to contribute to the demographic and economic growth of New Brunswick through attracting and retaining immigrants, repatriating, increasing francophone immigration and supporting multiculturalism.

The division consists of the Research and Federal-Provincial-Territorial Relations Branch, the Immigration Operations Branch and the Immigration Settlement and Multiculturalism Branch.

The Research and Federal-Provincial-Territorial Relations Branch coordinates a strategic approach to federal-provincial-territorial relations; represents GNB on various immigration and policy federal-provincial-territorial working groups; disseminates information about population growth trends and policy to other areas of the department, other government departments, and the public; and provides research and policy support to senior staff. Through the Atlantic Workforce Partnership, it partners with Atlantic colleagues to promote regional opportunities and increase immigration to this region.

HIGHLIGHTS

- Continued to lead the implementation of the renewed Population Growth Strategy, 2014–2017 and the Francophone Immigration Action Plan, 2014–2017.
- Continued to lead bilateral negotiations with the federal government on the Canada-New Brunswick Immigration Framework Agreement.
- Helped develop and implement the provincial response to the influx of Syrian refugees.
- Continued collaboration with Atlantic colleagues to develop an Atlantic immigration strategy.

The Immigration Operations Branch provides operational support to the division ensuring the efficient operation of the immigration program in accordance with the Canada-New Brunswick Immigration Framework Agreement. It manages applications to the Provincial Nominee Program (PNP) and monitors them by entering and tracking them in an electronic database.

HIGHLIGHTS

- More than 900 applications were processed through the PNP. There were 774 PNP certificates issued, which included 625 base and 149 enhanced.
- There were 201 deposit agreements issued for the Refundable Deposit category.
- There were 372 validations completed under the Refundable Deposit category.
- More than 500 language tests were validated online.
- Implemented additional program integrity measures to ensure the effective and efficient operations of the PNP.

 Initiated a tracking and monitoring system for PNP landed nominees under the skilled worker with employer support category.

The Immigration, Settlement and Multicultural Branch managing files related to immigration and the settlement and integration of immigrants in the province. The branch manages the Provincial Nominee Program (PNP), implements a new action plan to attract francophone newcomers and attracts skilled workers living elsewhere in Canada through developing, organizing and implementing domestic and international promotion and recruitment events.

HIGHLIGHTS

- There were 774 nomination certificates issued under the following streams:
 - Skilled Worker with Employer Support: 314
 - Skilled Worker with Family Support: 14
 - Skilled Worker with Community Support: 18
 - Strategic Initiative: 68
 - Express Entry Labour Market Stream: 161
 - Business Stream: 199
- An additional 1,302 individuals are included under these nominations as spouses and dependants.
- The branch expanded the business incubator program to a new location, updated orientation materials, and focused on supporting public education about immigration, diversity and inclusive communities. The unit funded 53 projects ranging from settlement services for different groups of newcomers (e.g., entrepreneurs, youth, and skilled workers) to programs promoting multiculturalism.
- The branch lead a multi-stakeholder committee aimed at facilitating the welcoming of Syrian refugees. It facilitated the development and implementation of the provincial response to the influx of 1,225 refugees between Nov. 4, 2015, and March 31, 2016. In comparison, Nova Scotia resettled 833 refugees, Prince Edward Island 197 and Newfoundland and Labrador 230 during the same period. New Brunswick welcomed 49 per cent of the Syrian refugees across Atlantic Canada during that period.

- The francophone unit participated in multiple promotion and attraction activities, including Destination Acadie, Semaine canadienne, Festival interceltique de Lorient as well as information sessions co-hosted by New Brunswick and the Canadian embassies in France, Belgium, Portugal, Romania, Switzerland and Spain to increase francophone immigration. As a result, 20 per cent of nomination certificates were issued to Frenchspeaking immigrants in 2015-2016.
- The Skilled Worker and Repatriation unit participated in a number of attraction and promotion events aimed at helping New Brunswick employers fill their labour needs. GNB launched a new stream, the Express Entry Labour Market Stream, in May 2015. The Skilled Worker Unit promoted this stream in the Middle East (Egypt, United Arab Emirates, Qatar, Morocco), Hong Kong, Philippines, United Kingdom, Italy, Portugal, Spain, Croatia, Austria and Belgium in partnership with various Canadian embassies and consulates.

Corporate Services Division

The **Corporate Services Division** provides operational support by meeting the internal service needs of the department. It provides specialized services for the delivery of programs by the operational branches. It also manages the financial, human, technological, and administrative business of the whole department.

The division consists of the Human Resource Services Branch, the Finance and Administration Branch, the Information Management and Technology Services Branch, the Departmental Coordination Branch and the Performance Excellence and Strategic Planning Branch.

As a strategic business partner, the **Human Resources Services Branch** provides support and services to management and staff to increase organizational effectiveness and maximize performance while supporting the strategies and goals of the department. It is responsible for workforce planning, recruitment, classification, employee and labour relations, performance management, official languages, employee recognition, human resource strategy and programs.

HIGHLIGHTS

- Expanded the target audience of a positive mental fitness approach in the workplace, aimed at enhancing employee engagement and productivity, to include central office.
- Consultants within the branch actively participated on teams that successfully negotiated four collective agreements within the past year.
- More than 50 per cent of department employees have received training on Insights Discovery to date.
- A roll-out of the enhanced performance management system has involved training to managers on three separate phases.

The Finance and Administration Branch manages the financial resources of the department, boards and commissions under the minister and provides audit assurance. The branch also provides financial, facilities and administrative support to all departmental branches to assist them in achieving their program and service delivery objectives. It is responsible for financial management and reporting, facilities management, internal audit and collection of defaulted student loans.

HIGHLIGHTS

- The branch provided ongoing financial analysis and support to key government priorities.
- It continued with its projects to document and standardizes key financial and collection processes.
- It also introduced new software to enhance audit and financial analysis.

The Information Management and Technology Services Branch provides leadership and guidance in the planning, design, development, quality assurance, risk management, implementation and support of information technology solutions and record management solutions with the department's vision and strategic plan. It consists of four sections: Solutions Delivery, Operations and Implementation, Quality Assurance and Risk Management and Corporate Information Management.

HIGHLIGHTS

- Completed the migration of all servers off the Microsoft 2003 platforms.
- Implemented the performance management work plan system.
- Completed Release 2 of the Blackbaud implementation for the New Brunswick College of Craft and Design.
- Completed the migration of the Imaged Financial Information System imaging system to Total Records Information Management imaging.
- Worked to have a smooth transition of the information technology application development and support group to Service New Brunswick shared services.

The **Departmental Coordination Branch** provides internal coordination services necessary for the operation of the department. It coordinates the departmental information and other administrative services for the senior management committee members. It produces annual reports and various briefing books for the Minister and the senior management committee members. It also coordinates the flow of correspondence from the offices of the Minister and Deputy Minister.

HIGHLIGHTS

- Received and coordinated more than 4,000 Internet inquiries.
- Coordinated responses to more than 800 pieces of correspondence received by the Minister and Deputy Minister.

The Performance Excellence and Strategic Planning Branch provides cross-departmental leadership in strategic planning and in the comprehensive implementation of the Formal Management system. Formal Management is intended to change the culture of government and how government works while providing the best possible value for taxpayers. It provides a structured approach to Strategy Management, Initiative Management, Daily Management, Process Management and Performance Management. The branch leads the development of and

facilitates the implementation of the strategic plan as well as implements and oversees a departmental-wide planning and accountability model.

HIGHLIGHTS

- Roll-out of the department's strategic plan.
- Development of branch work plans and introduction of the planning and accountability system.
- Staff training in Process Improvement and Waste Walks.

Financial information

Departmental Gross Revenue

Statement of Financial Operations for the fiscal period ending March 31, 2016 (000s)

	Budget	Actual	Variance over/ (under)	Notes
Other Interest Income	\$19,708.0	\$17,895.2	(\$1,812.8)	(1)
Licenses and Permits	\$2,348.0	\$1,984.5	(\$363.5)	
Sale of Goods and Services	\$4,036.0	\$2,907.3	(\$1,128.7)	(2)
Miscellaneous Revenue	\$6,275.0	\$7,064.7	\$789.7	
Conditional Grants — Canada	\$120,137.0	\$120,744.6	\$607.6	
Totals – Ordinary Revenue	\$152,504.0	\$150,596.3	(\$1,907.7)	

Explanations for variances greater than \$1 million are found as Notes to the Statement of Financial Operations.

Special Purpose Revenue

Statement of Financial Operations for the fiscal period ending March 31, 2016 (000s)

	Budget	Actual	Variance over/ (under)	Notes
Canada Student Loans Program	\$1,500.0	\$1,819.6	\$319.6	
Library Trust Fund	\$200.0	\$496.9	\$296.9	
NBCC Scholarship Fund	\$0.0	\$4.0	\$4.0	
Johann Wordel Account	\$3.0	\$0.0	(\$3.0)	
Recoverable Projects	\$150.0	\$129.7	(\$20.3)	
Totals – Special Purpose Revenue	\$1,853.0	\$2,450.2	\$597.2	

Explanations for variances greater than \$1 million are found as Notes to the Statement of Financial Operations.

Departmental Gross Expenditures

Statement of Financial Operations for the fiscal period ending March 31, 2016 (000s)

	Budget	Actual	Variance over/ (under)	Notes
Corporate Services	\$5,633.7	\$5,212.4	(\$421.3)	
NB Public Libraries	\$14,786.1	\$14,868.4	\$82.3	
Population Growth	\$3,735.4	\$4,113.6	\$378.2	
Post-Secondary Education	\$172,018.7	\$170,165.3	(\$1,853.4)	(3)
Adult Learning	\$11,186.9	\$12,576.2	\$1,389.3	(4)
Labour and Policy	\$7,874.4	\$6,410.9	(\$1,463.5)	(5)
Employment Development	\$24,602.0	\$23,850.3	(\$751.7)	
Canada-NB Job Fund Agreement	\$10,682.0	\$11,658.0	\$976.0	(6)
Canada-NB Labour Market Development Agreement	\$89,363.8	\$92,420.2	\$3,056.4	(7)
Maritime Provinces Higher Education Commission	\$274,997.0	\$274,755.0	(\$242.0)	
Totals — Ordinary Expenditures	\$614,880.0	\$616,030.3	1,150.3	

Explanations for variances greater than \$1 million are found as Notes to the Statement of Financial Operations.

Special Purpose Expenditures

Statement of Financial Operations for the fiscal period ending March 31, 2016 (000s)

	Budget	Actual	Variance over/ (under)	Notes
Canada Student Loans Program	\$1,500.0	\$2,000.8	\$500.8	
Library Trust Fund	\$283.0	\$545.6	\$262.6	
NBCC Scholarship Fund	\$.0	\$915.1	\$915.1	
Johann Wordel Account	\$3.0	\$121.7	\$118.7	
Recoverable Projects	\$150.0	\$120.1	(\$29.9)	
Totals — Special Purpose Expenditures	\$1,936.0	\$3,703.3	\$1,767.3	

Explanations for variances greater than \$1 million are found as *Notes to the Statement of Financial Operations*.

Summary of Special Operating Agency (SOA) – New Brunswick Community College Revenue and Expenditures

Statement of Financial Operations for the fiscal period ending March 31, 2016 (000s)

	Budget	Actual	Variance over/(under)	Notes
Opening Balance	\$4,509	997.2		(8)
Revenue				
Return on Investment	-	\$2.3	\$2.3	
Sales of Goods and Services	\$1,159.0	\$1,212.0	\$53.0	
Miscellaneous Revenues	-	\$19.6	\$19.6	
Transfer from Department	\$3,647.0	\$3,800.8	\$153.8	
Total – Revenue	\$4,806.0	\$5,034.7	\$228.7	
Expenditures	\$4,806.0	\$5,005.5	(\$199.5)	
Surplus (Deficit) for the year	-	29.2		
Closing Balance	\$4,509	\$1,026.4		

Explanations for variances greater than \$1 million are found as Notes to the Statement of Financial Operations.

Financial data 2015-2016 notes

Note 1 Other Interest Income

Lower than anticipated revenue is primarily due to lower interest rates.

Note 2 Sale of Goods and Services

The variance is primarily a result of the expansion of the Workers' Advocate Services and the setup of the new Workers' Compensation Appeals Tribunal not reaching full capacity in the 2015-2016 fiscal year.

Note 3 Post-Secondary Education

The variance is a result of a combination of items which includes lower program costs due to lower interest rates, savings in the areas of discretionary grants and administration offset by higher than anticipated expenditures associated with the final year of the New Brunswick Tuition Rebate program.

Note 4 Adult Learning

The variance is primarily due to increased demand for Community Adult Learning and Apprenticeship programs.

Note 5 Labour and Policy

The variance is primarily a result of the expansion of the Workers' Advocate Services and the setup of the new Workers' Compensation Appeals Tribunal not reaching full capacity in the 2015-2016 fiscal year.

Note 6 Canada-New Brunswick Job Fund Agreement The variance is primarily due to increased demand in the Canada Job Grant and Training and Skills Development programs.

Note 7 Canada-New Brunswick Labour Market Development Agreement

The variance is primarily due to increased demand under the Employment Services, Workforce Expansion and Training and Skills Development programs.

Note 8 Special Operating Agency Opening Balance

Increased transfers were made to the NBCC and CCNB Crown Corporations in 2014-2015 to transfer the remaining surplus accumulated prior to their incorporation in 2010.

NOTE: The Annual Report was prepared prior to the publication of the Official 2015-2016 Financial Statements, Volume 2, as stated in the Province of New Brunswick Public Accounts document. Consequently, the financial information reported herein may not reflect the final audited figures as reported in Public Accounts.

Summary of Expenditures – Employment, Literacy and Workplace Essential Skills programs 2015-2016 (000s)

Employment Programs	Canada-NB Job Fund Agreement	Employment Development	Canada-NB Labour Market Development Agreement	Total
Work Ability	\$623.9	\$1,240.1		\$1,864.0
Workforce Expansion	\$1,902.9	\$11,278.5	\$16,835.2	\$30,016.6
Training and Skills Development	\$4,517.5	-	\$40,110.4	\$44,627.9
Student Employment and Experience Development	\$515.6	\$5,068.3		\$5,583.9
Employment Services	\$680.5	\$4,134.3	\$23,870.4	\$28,685.2
Older Workers Initiative		\$297.3		\$297.3
Workplace Essential Skills	\$519.7			\$519.7
CalNet Academic	\$1,850.0			\$1,850.0
Community Access Learning	\$117.0			\$117.0
Subtotal Programs	\$10,727.1	\$22,018,5	\$80,816.0	\$113,561.6
Administration	\$930.9	\$1,831.8	\$11,604.2	\$14,366.9
Total Employment Programs Expenditures	\$11,658.0	\$23,850.3	\$92,420.2	\$127,928.5
2015-2016 Budget	\$10,682.0	\$24,602.0	\$89,363.8	\$124,647.8
Variance over/(under)	\$976.0	(\$751.7)	\$3,056.4	\$3,280.7

Summary of staffing activities

Number of permanent and temporary employees as of Dec. 31 of each year			
Employee type	2015	2014	2013
Permanent	725	679	722
Temporary	185	271	245
TOTAL	910	950	967

Pursuant to section 4 of the *Civil Service Act*, the Deputy Minister of the Department of Human Resources delegates staffing to each Deputy Head for his or her respective departments. Please find below a summary of the staffing activity for 2015-2016 for the department.

The department advertised 76 competitions, including 15 open (public) competitions and 61 closed (internal) competitions.

Pursuant to section 15 and 16 of the *Civil Service Act*, the department made the following appointments used processes other than the competitive process to establish merit:

Appointment type	Appointment description	Section of the Civil Service Act	Number
Specialized Professional, Scientific or Technical	An appointment may be made without competition when a position requires: — a high degree of expertise and training — a high degree of technical skill — recognized experts in their field	15(1)	0
Equal Employment Opportunity Program	Provides Aboriginals, persons with disabilities and members of a visible minority group with equal access to employment, training and advancement opportunities.	16(1)(a)	3
Department Talent Management Program	Permanent employees identified in corporate and departmental talent pools, who meet the four-point criteria for assessing talent, namely performance, readiness, willingness and criticalness.	16(1)(b)	1
Lateral transfer	The GNB transfer process facilitates the transfer of employees from within Part 1, 2 (school boards) and 3 (hospital corporations) of the Public Service.	16(1) or 16(1)(c)	4
Regular appointment of casual/temporary	An individual hired on a casual or temporary basis under section 17 may be appointed without competition to a regular properly classified position within the Civil Service.	16(1)(d)(i)	5
Regular appointment of students/apprentices	Summer students, university or community college co-op students or apprentices may be appointed without competition to an entry level position within the Civil Service.	16(1)(d)(ii)	0

Pursuant to section 33 of the *Civil Service Act*, no complaints alleging favouritism were made to the Deputy Head of the department and no complaints were submitted to the Ombudsman.

Summary of legislation and legislative activities

Bill#	Name of legislation	Date of Royal Assent	Summary of changes
25	An Act to Amend the Apprenticeship and Occupational Certification Act http://www1.gnb.ca/legis/bill/editform-e. asp?ID=1163&legi=58#=1	June 5, 2015	The amendment provided for the recognition of professional credentials from other provinces and countries.
33	An Act to Amend the Firefighters' Compensation Act http://www1.gnb.ca/legis/bill/editform-e. asp?ID=1171&legi=58#=1	June 5, 2015	The amendment provided for enhanced burial and related expenses and benefits for families of eligible firefighters and former firefighters.
37	An Act to Amend the Occupational Health and Safety Act http://www1.gnb.ca/legis/bill/editform-e. asp?ID=1177&legi=58#=1	June 5, 2015	The amendment provided for the harmonization with federal legislation concerning workplace hazardous chemicals and compliance with the Globally Harmonized System for the classification and labelling of chemicals.
43	An Act to Amend the Workplace Health, Safety and Compensation Commission and Workers' Compensation Appeals Tribunal Act http://www1.gnb.ca/legis/bill/editform-e. asp?ID=1183&legi=58#=1	June 5, 2015	The amendment provided for the clarification of the powers of WorkSafeNB.
51	An Act to Amend the Public Service Labour Relations Act http://www1.gnb.ca/legis/bill/editform-e.asp?ID=1191&legi=58#=1	June 5, 2015	The amendment provided for the certification of bargaining agents and the process of negotiating collective agreements in the public sector.

The acts and regulations for which the Department of Post-Secondary Education, Training and Labour are at: http://laws.gnb.ca/en/deplinks?subjectnumber=32

Summary of Official Languages activities

Introduction

The Department of Post-Secondary Education Training and Labour continues to implement a departmental action plan developed in response to GNB's *Plan on Official Languages – Official Bilingualism: Fundamental Value.* The action plan is tailored to four specific focus areas: Language of Service, Language of Work, development of the two official linguistic communities, and knowledge of the Act and other obligations. The action plan is managed by the Human Resource Services Branch.

GNB's 2015 action plan has provided departments with various corporate initiatives to be undertaken during the next five years.

Focus 1

Activities that took place to meet the objective of Language of Service:

- iLearn module completion rate as of March 31, 2016: Language of Service, 48 per cent.
- An Official Languages action plan committee consisting of employees from various parts of the department, was struck.
- Correspondence was sent to all employees regarding the language of service with the link to the GNB toolkit for easy access to all Official Languages information.
- Ongoing consultation and discussions between human resource consultants and managers to best meet linguistic profile requirements and needs. The percentage of linguistic profile completion for 2015-2016 was 88.7 per cent.

Focus 2

Activities that took place to meet the objective of Language of Work:

- iLearn module completion rate as of March 31, 2016: Language of Work, 42 per cent.
- Second-language training was offered to employees who met the requirements of the department's Second-Language Training Policy. Thirteen employees received second-language training.
- Correspondence to all employees regarding the language of work policy and the link to the GNB toolkit for easy access to Official Languages information.

Focus 3

Activities that took place to meet the objective of promotion of Official Languages:

- The department's Orientation Program requires new employees to familiarize themselves with the *Official Languages*Act by completing the mandatory iLearn modules.
- Correspondence to all employees with the quick links to the Official Languages Act and toolkit.

Focus 4

Activities that took place to meet the objectives of knowledge of the Official Languages Act:

- The performance agreement form requires the manager and employee review the Official Languages policies.
- The department's Official Languages coordinator attends quarterly meetings set up through the Department of Human Resources to remain knowledgeable and proactive on all activities regarding Official Languages.
- Correspondence was sent to all employees regarding Official Languages requirements. Information consisted of links to the tool box, Official Language policies and the Intranet site with information about Official Languages.

Conclusion

The results achieved by various initiatives stemming from the action plan are a testament to their positive effect in raising awareness and acceptance of Official Languages within the department.

Summary of recommendations from the Office of the Auditor General

Immigration with the Provincial Nominee Program (2010)	Recommendations		
	Total	Adopted	
Useful information available on the web	2	2	
Program monitoring	5	5	
Documented policies for the program	2	1	
Pilot projects	3	3	
Settlement and multiculturalism branch	1	1	
Measuring performance	6	3	
Reporting performance	1	1	

Labour Market Development Agreement (2012)	Recommendations		
	Total	Adopted	
Training and skills development	2	2	
Allocation of administration costs	4	4	

Labour Market Agreement (2012)	Recommendations		
Laboui Market Agreement (2012)	Total	Adopted	
Training and skills development	1	1	
Documentation of client information	1	1	
Client eligibility	1	1	
Audit adjustments	1	1	

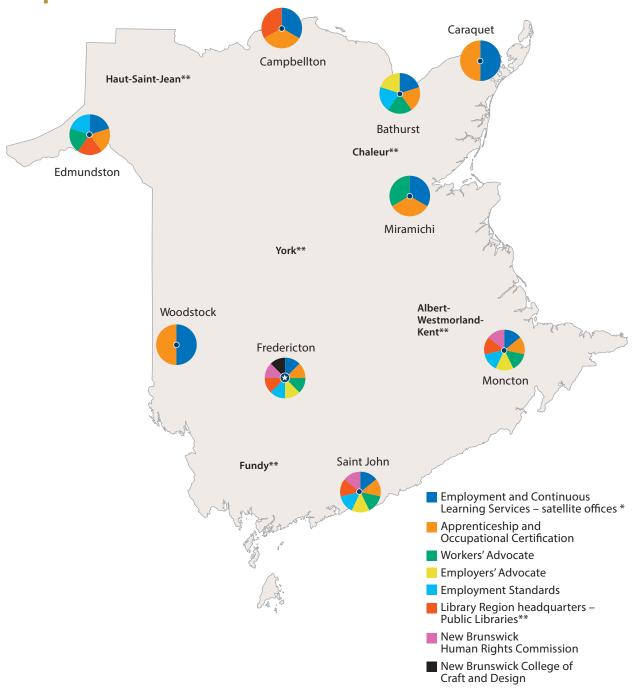
Labour Market Development Agreement (2013)	Recommendations		
	Total	Adopted	
Accounting for contracted services and grants	1	1	
Full cost recovery and estimate basis	2	2	

Labour Market Agreement (2013)	Recommendations		
	Total	Adopted	
Audit adjustments	1	1	
Signing of letter of offer	1	1	

Report on the *Public Interest Disclosure Act*

As provided under section 18(1) of the *Public Interest Disclosure Act*, the chief executive shall prepare a report of any disclosures of wrongdoing that have been made to a supervisor or designated officer of the portion of the public service for which the chief executive officer is responsible. The Department of Post-Secondary Education, Training and Labour did not receive any disclosure(s) of wrongdoings in the 2015-2016 fiscal year.

Appendix A
Services and office locations of the department



^{*} Employment and Continuous Learning Services has satellite offices in Shippagan, Tracadie, Neguac, Grand Falls, Perth-Andover, Sussex, St. Stephen, Richibucto, Sackville and Shediac.

^{**} In addition to five library regions, New Brunswick has 63 public libraries as follows: 11 in Chaleur Region, 14 in York Region, 12 in Haut-Saint-Jean Region, 16 in Albert-Westmorland-Kent Region and 10 in Fundy Region.