

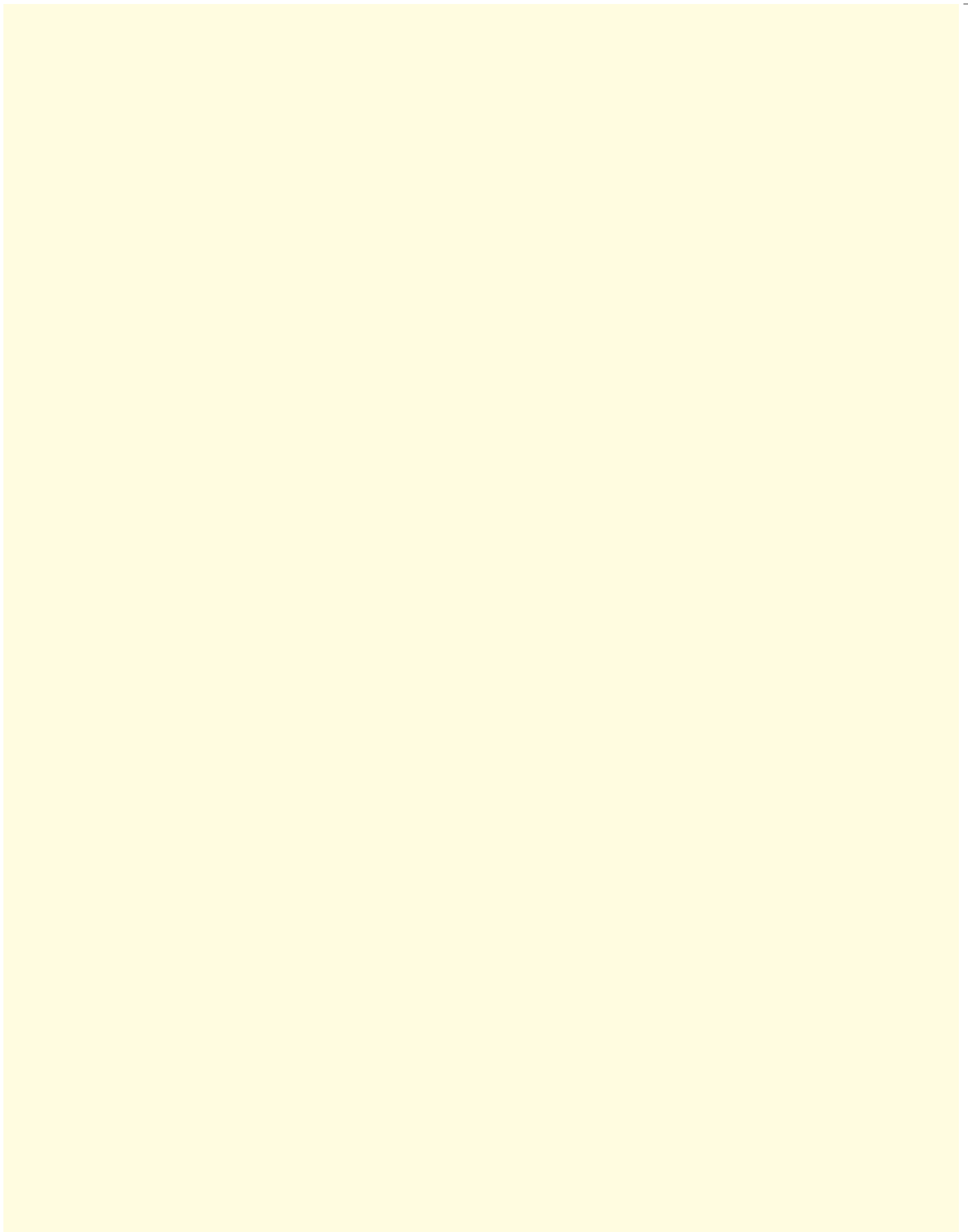
# annual report

2006 - 2007

## DEPARTMENT OF HUMAN RESOURCES, LABOUR AND EMPLOYMENT



  
Newfoundland  
Labrador



# Message from the Minister



Honourable Roger Fitzgerald, M.H.A.  
Speaker  
House of Assembly

It is my pleasure to present the Annual Report for the Department of Human Resources, Labour and Employment. The report outlines significant departmental activities, highlights and accomplishments over the past year (April 1, 2006 to March 31, 2007) while looking forward to new opportunities in the upcoming year.

The department plays a vital role in supporting human resource development in the province, including the provision of financial assistance to individuals and families. In today's rapidly changing labour market environment, it is critical that individuals, employers and community organizations have timely and convenient access to supports that maximize opportunities for workforce participation, improve employment outcomes and increase access to the skilled workers needed to meet current and future labour demands.

To make progress in these areas, the department continued to move forward with new initiatives this year. These included the establishment of a new Labour Market Development Division, two career information resource centres and the launch of an Immigration Strategy.

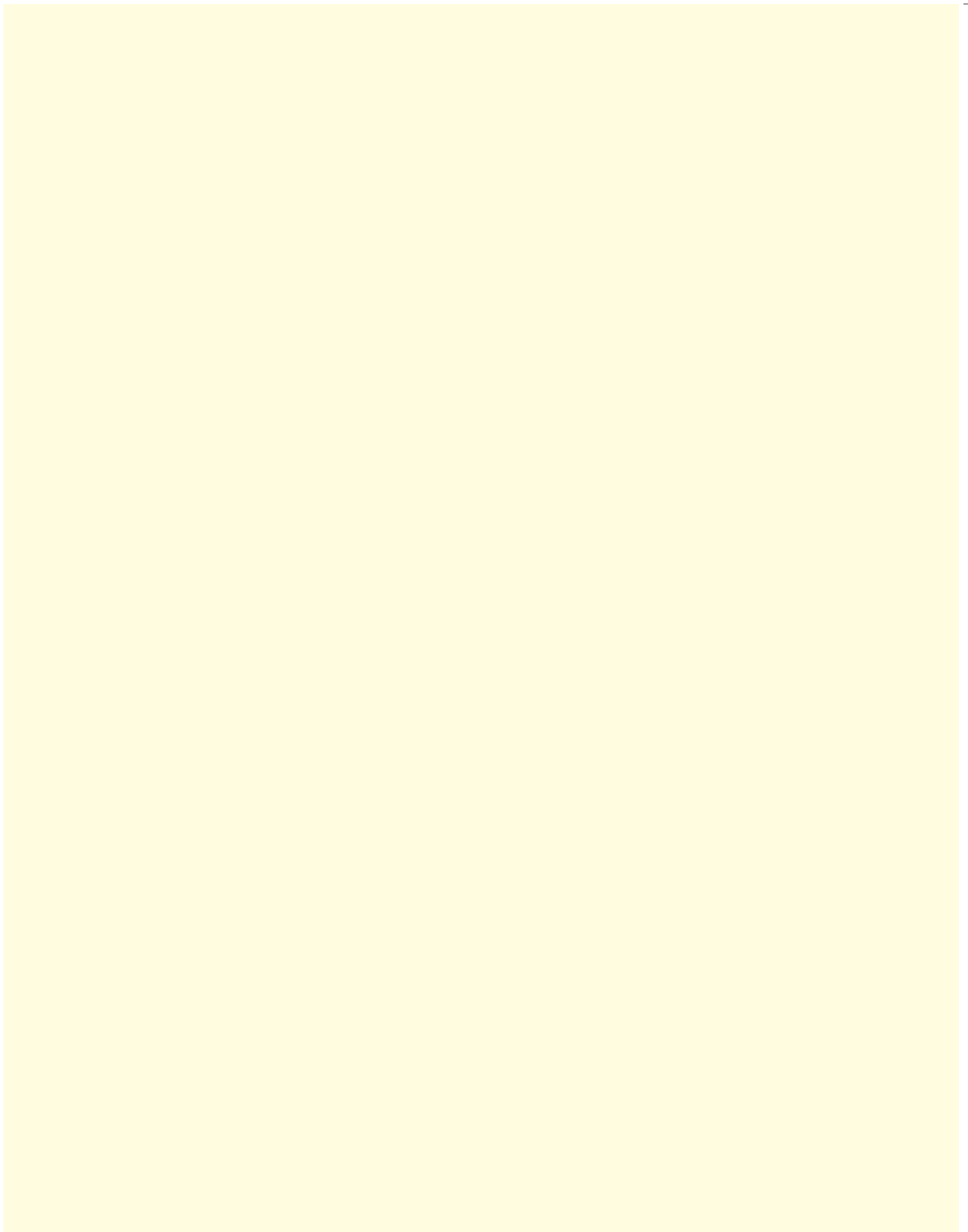
The department also led the development and implementation of a Poverty Reduction Strategy for the province. The strategy includes a comprehensive, integrated range of initiatives to maximize opportunities for individuals and families to more fully participate in and contribute to the social and economic activities of their communities. The department also strengthened the client service delivery model to better support our clients.

This 2006-07 Annual Report was prepared under my direction and I am accountable for the results and any variances contained in it.

Respectfully submitted,

A handwritten signature in black ink that reads "Shawn Skinner". The signature is written in a cursive style with a long, sweeping underline.

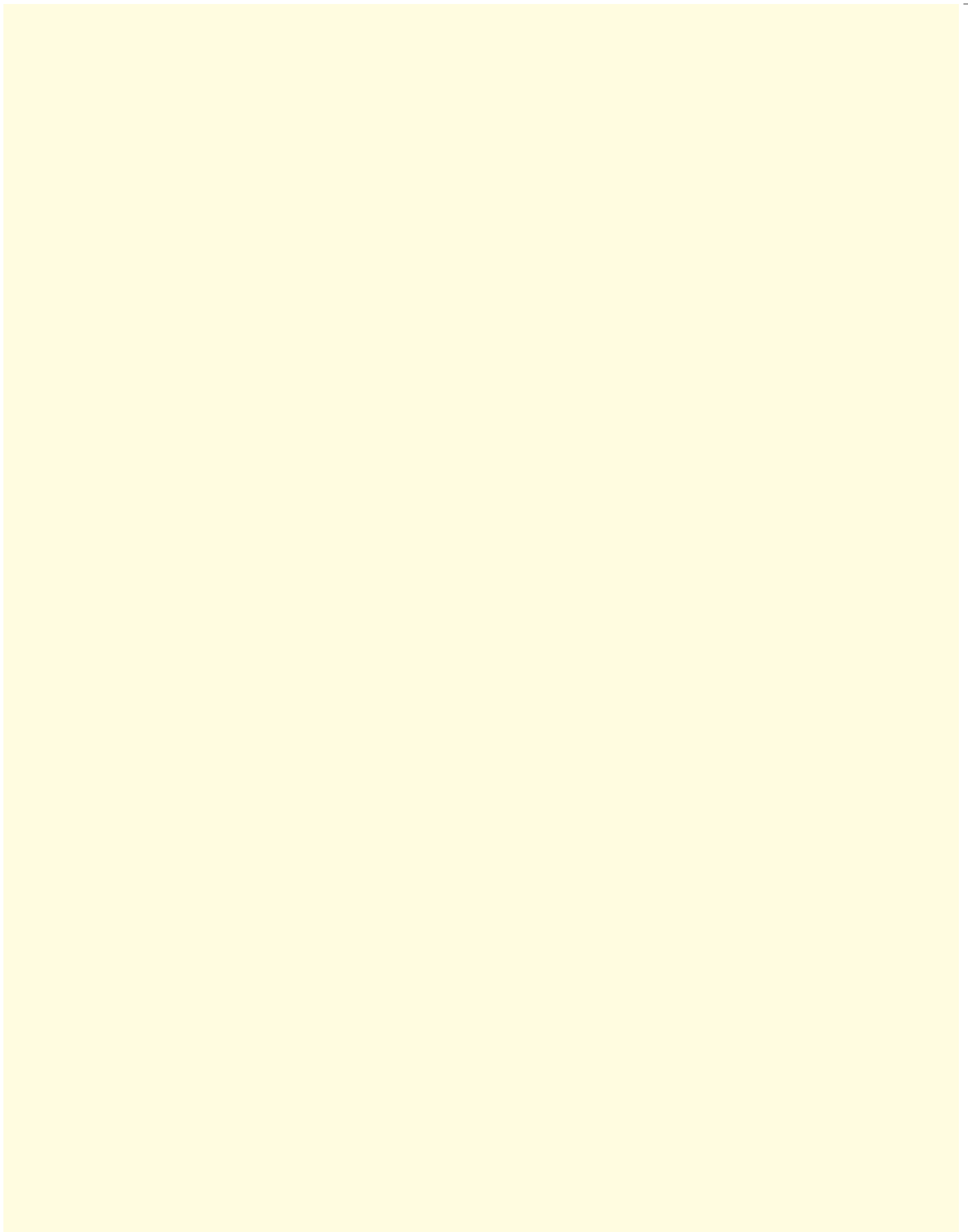
**SHAWN SKINNER**  
MINISTER OF HUMAN RESOURCES, LABOUR  
AND EMPLOYMENT





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## DEPARTMENTAL OVERVIEW

The Department of Human Resources, Labour and Employment (HRLE) delivers a variety of supports and services to increase participation in the labour market, promote dignity and self reliance and enhance labour market development. This includes ensuring access to employment, income, training and human resource development supports that individuals, including youth, need to improve social and employment outcomes and that organizations need to ensure access to a skilled workforce.



### Vision

Newfoundland and Labrador will have a diverse, self-reliant population with minimal dependency on Income Support and a labour market supply that meets the economic development requirements of the province.

### Mission

By 2011 HRLE will have enhanced supports and services to better assist people, particularly youth, to enter the labour market and reduce dependency on Income Support.

### Values

#### Respect

Employees treat the public and other employees with courtesy and tolerance and make the workplace a productive and healthy environment. Employees are committed to making the experience of dealing with government as congenial, satisfying and helpful as possible.

#### Self-reliance

Employees support people to gain maximum independence and contribute to their own well-being and the well-being of their families and communities.

#### Fairness

Employees treat all members of the public and other employees fairly and seek solutions based on each person's needs and abilities.



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## Confidentiality

Employees are committed to ensuring that sensitive information is held in confidence, is shared only with those who need to know and is treated with care and responsibility in order to protect people's privacy.

## Inclusion

Employees support clients and other employees to participate in the decisions that affect them. Employees are committed to dialogue and consultation with the public. Within their capacities, citizens have a right and a responsibility to participate in the economic and social life of their communities.

## Partnership

Employees are committed to building strong networks with counterparts in other departments, governments and community agencies. Employees engage partners to ensure that appropriate supports are developed and delivered.

## Plain Language

Employees use clear and simple language to provide clients and other employees with the information they need about programs, policies, decision-making processes and appeals.

## Mandate

The mandate of the Department of Human Resources, Labour and Employment is to support human resource development through providing:

- income and employment supports
- youth supports
- emergency social services, and
- policy and information services for labour market development and immigration.



## Lines of Business

The department has five lines of business:

- Financial and Social Supports
- Employment and Youth Services
- Labour Market Development
- Immigration and Multiculturalism
- Emergency Social Services

Refer to HRLE Strategic Plan (2006-08) “Core Business” for further details  
<http://www.hrle.gov.nl.ca/plans/plan2006-08.pdf>

## Branches

The three branches of the department are (see organization chart in Appendix C):

- Labour Market Development and Client Services
- Income, Employment and Youth Services
- Corporate Services

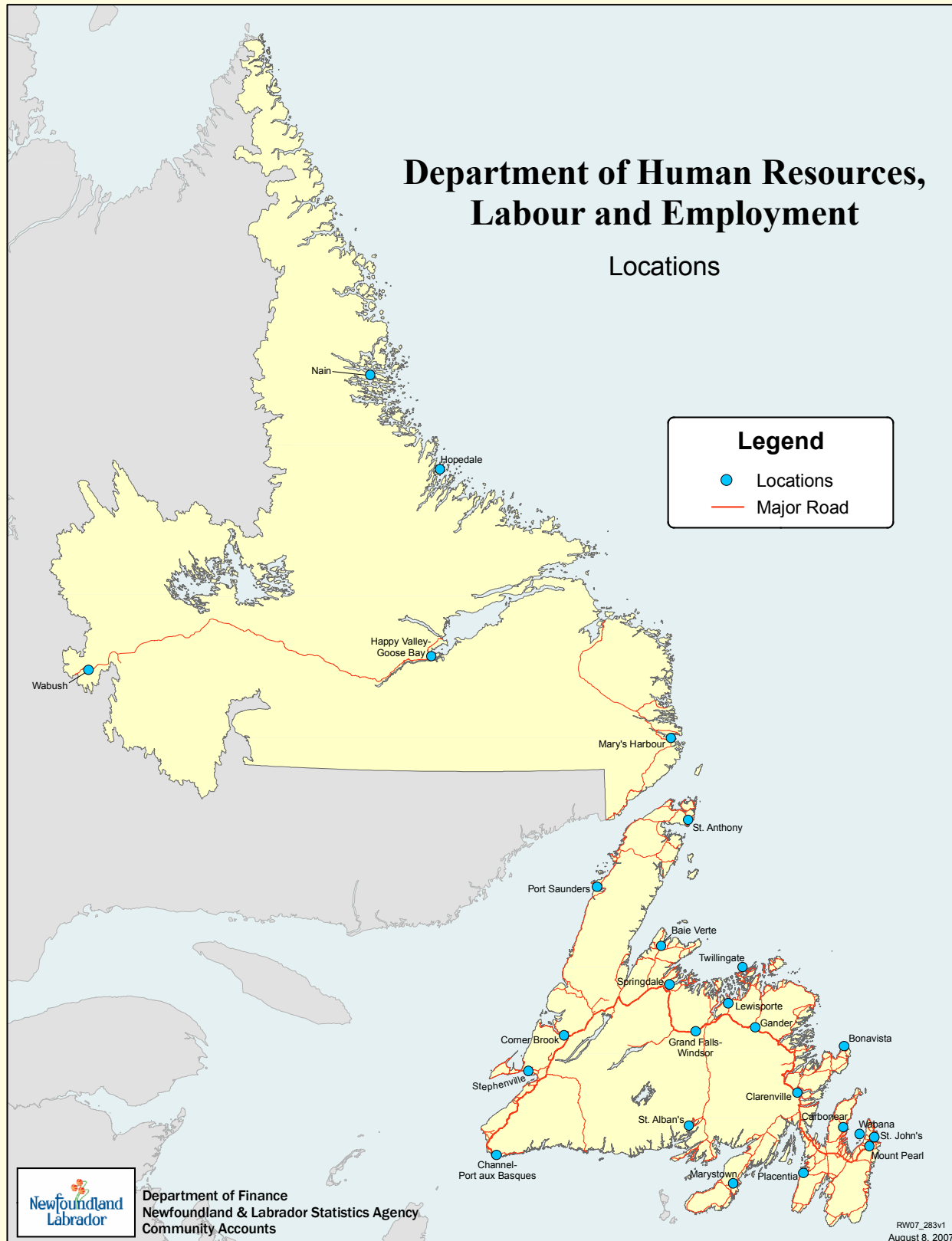
## Staff and Regions

Approximately 500 staff (360 females and 140 males) in twenty-seven locations and at the provincial office provide service in four regions (see contact information in Appendix D):

- Avalon Region
- Central Region
- Western Region
- Labrador Region

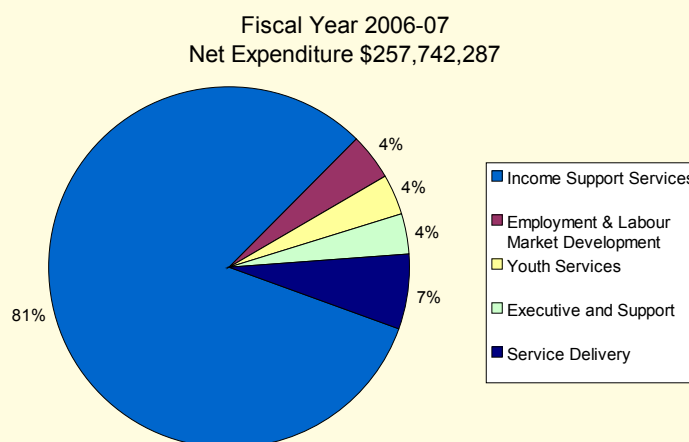
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## Expenditures

With net expenditures of \$257.7 million in 2006-07, HRLE has the fourth largest budget in government, behind the departments of Health and Community Services, Education, and Transportation and Works. The greatest expenditure in the department is in Income Support services, at \$211.5 million, followed by service delivery at \$17.3 million, and employment and labour market supports, at \$10.1 million.



A summary of expenditures and related revenue can be found on page 28 of this report.

## Key Statistics

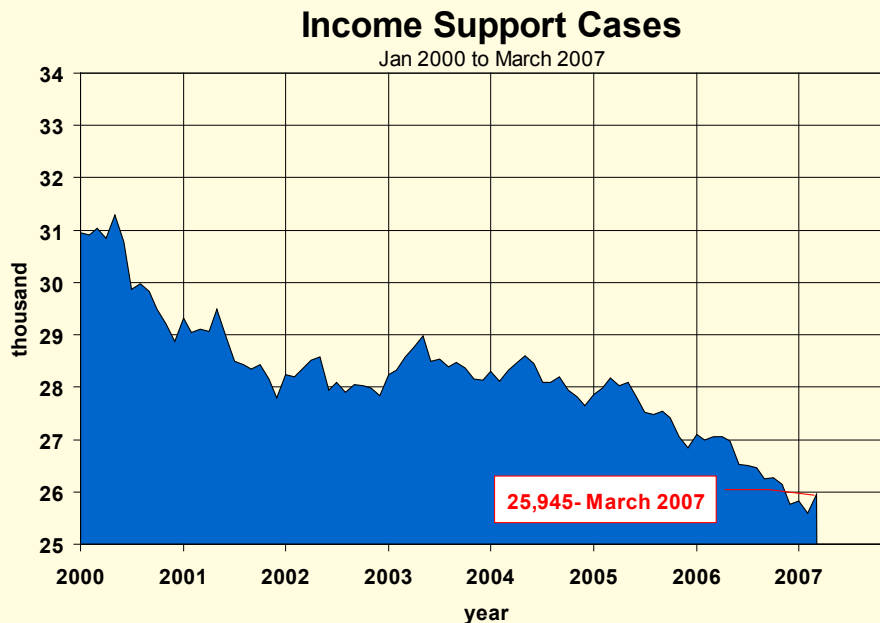
- In 2006-07 the department provided approximately 10,000 clients with employment and career services and helped 30,000 youth indirectly through grants to youth-serving agencies.
- Compared to 2005, employment grew by 0.7% to a record high of 215,700 in 2006; both the participation rate (59.2%) and the employment rate (50.4%) were at or near record highs and the unemployment rate dropped to 14.8%, the lowest rate recorded in over 25 years.
- On average each month, approximately 1,100 cases left the Income Support Program and 1,000 entered the program.
- During the period 2000 to 2006, the proportion of the population receiving Income Support dropped from 11.2% to 8.5%.



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- The number of people receiving Income Support is continuing to decline: the average monthly Income Support caseload<sup>1</sup> in 2006 was 26,590, down from 30,255 in 2000.



- The age of Income Support recipients is increasing: in 2006, seventy-eight per cent were 30 years and older, up from 72% in 2000.
- Education level is increasing: in 2006 thirty-six per cent of adult Income Support recipients (18 years and older) had completed high school, up from 31% in 2000, and 47% of youth (18-29 years) had completed high school, up from 44% in 2000.
- Sixty per cent of the Income Support caseload identified themselves as being employable in 2006, though many have significant barriers and need additional supports to prepare for, find and keep employment.
- In 2006 fifty-five per cent of the adult clients receiving Income Support were women; for those under 30, women were 60% of the caseload.
- In 2006 youth represented less than one-quarter of the Income Support caseload and 42% of all new entrants to the program.
- In 2006 twenty per cent of new youth entrants were single parents, unchanged from 2005.

<sup>1</sup> A "case" in the Income Support Program may be defined as a single person, a couple without children, a couple with children or a single parent. Caseload statistics do not report on the total number of individuals. For example, a couple with one child in receipt of Income Support is reported as one case.

## SHARED COMMITMENTS

Government's Strategic Directions related to HRLE (Self-Reliance, Poverty, and Labour Market Development) are supported by the partnerships outlined in the shared commitments that follow.

### Poverty Reduction and Self Reliance

Reducing poverty is essential to ensuring a healthy and prosperous future for our province. In June 2006, the Government of Newfoundland and Labrador released the Poverty Reduction Strategy, "*Reducing Poverty: An Action Plan for Newfoundland and Labrador.*" The strategy was developed following an extensive research and consultation process and outlines a plan for a long-term integrated approach based on the principles of social inclusion and collaboration.

*"We know it is "early days" for the Poverty Reduction Strategy, that nothing is perfect and that solving poverty and exclusion is a daunting task, but in Newfoundland and Labrador, we found energy, ambition, hopefulness, creativity and practicality that we think is quite rare in Canada and we hope this will inspire others."*

*- John Rook,  
Chairman, National  
Council on Welfare*

Twelve provincial government departments and agencies work together to identify and develop policies and programs designed to prevent poverty and better support those most vulnerable to long-term poverty, such as: families led by single mothers, single people in general and single older adults in particular, persons with disabilities and Aboriginal people.

### Labour Market Development

HRLE works with labour market partners in the business, labour, government, community and lifelong-learning sectors to help employers find and keep skilled workers and to help individuals get the supports and services they need to find meaningful employment. These partnerships are essential in today's rapidly changing labour market environment. They promote cooperation, strengthen linkages among stakeholders and help develop effective policies and supports in the areas of employment, training and human resources.

### Immigration and Multiculturalism

Government released a new immigration strategy, "*Diversity, Opportunity and Growth,*" in 2007. The strategy is the result of extensive consultations and collaboration with business and labour organizations, educational institutions, municipalities, regional economic development agencies and community-based organizations from around the province. The strategy's success depends on government and its community partners working together to achieve our immigration goals.

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## Community Agencies and Employment Corporations

Community partnerships are fundamental to the delivery of the department's programs and services. The department funds agencies throughout Newfoundland and Labrador that provide career and employment interventions to mutual clients (see list in Appendix B). The department also partners with community agencies, such as the Salvation Army, Red Cross, Kids Eat Smart Foundation, Choices for Youth and Association for New Canadians, to provide social supports and emergency social services.



## Violence Prevention Initiative

HRLE participates in the Violence Prevention Initiative (VPI), a government-community partnership to develop and implement long-term solutions to address the problem of violence against those most at risk in our society. The Minister and Deputy Minister participate on provincial steering committees, and staff participate on regional VPI committees with other government departments and community representatives.

## Federal - Provincial Partnerships

HRLE works with the federal government to provide a number of employment-related programs and supports, including co-management of the \$132 million CA/NL Labour Market Development Agreement (LMDA). These partnerships allow the department to assist individuals, including those with employment barriers, to acquire the skills, experience and support necessary to successfully prepare for, enter or remain in the work force, to promote a more literate society and to provide income support to low-income families. These supports also assist communities and employers in developing or accessing the skilled workforce they need.



The department also participates in various federal-provincial-territorial forums, including the Forum of Labour Market Ministers, Ministers responsible for Social Services, and Ministers responsible for Immigration. These forums promote inter-jurisdictional co-operation on labour market, social services and immigration matters.

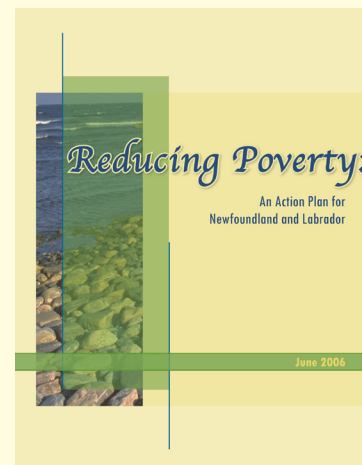
## HIGHLIGHTS AND ACCOMPLISHMENTS

The department has made significant progress in 2006-07 across a number of strategic areas, including poverty reduction, support for youth, client service delivery, labour market development and immigration.

Government's Strategic Directions related to HRLE (Self-Reliance, Poverty and Labour Market Development) are supported by the work undertaken as outlined in the highlights and accomplishments that follow.

### Poverty Reduction and Self Reliance

In June 2006, Government released a detailed strategy, *“Reducing Poverty: An Action Plan for Newfoundland and Labrador,”* only the second of its kind in the country. The strategy demonstrates that partnership and consensus between government and the community is critical in providing a range of supports to help people overcome barriers and improve their quality of life. The initiative is a long-term effort to move Newfoundland and Labrador forward from the province with the most poverty to one with the least in the country. In meeting the commitment, \$64 million annually was earmarked to realize a shared vision in which poverty is eliminated in the province. In addition to new investments, significant progress has been made to re-organize the way in which the department provides services to the public.



*“I’ve used the Newfoundland Strategy as an example telling the federal government that they should be using this as a model to work with the other provinces that don’t have a strategy.”*

*Debbie Frost,  
President of  
the National  
Anti-poverty  
Organization*

In its first year, the Poverty Reduction Strategy (PRS) has achieved notable success. As with the strategy itself, this success crosses several departments and agencies. Successes that are directly related to HRLE's primary mandate include:

- Approximately 1,000 Income Support clients went to work in 2006-07 and received the Job Start Benefit, a 2006 poverty reduction initiative.
- A 5% increase to Income Support benefits has resulted in an average increase of \$600 per year for families.
- Government made a commitment to index Income Support payments to keep up with inflation, commencing in 2007-08.
- Additional funding has been provided to enable staff to respond on a case-by-case basis to income support clients who have unique accommodation needs and require additional assistance.

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- The government eliminated the claw-back of the Student Loan Shelter Allowance for students with dependent children receiving Income Support. This change means that these students will not have to borrow as much in student loans, resulting in less debt.

Additional information on the progress of other departments' and agencies' PRS initiatives is provided in their annual reports. Some of the early successes are:

- 22,000 people who previously did not qualify have been approved for prescription drug coverage under the expanded prescription drug program.
- The minimum wage has increased by 16 % to \$7.00/hr over the past 2 years.
- Grants to school boards to eliminate school fees have reduced the extra costs families have in supporting their children's education.
- Changes in the provincial tax system (January 2007) mean the elimination or reduction of provincial income taxes for more than 30,000 individuals with low income.
- Expansion of the Family Justice Services Program has provided more accessible family law supports and services throughout the province.
- Rent has been reduced for approximately 1,200 working NLHC tenants.



## Labour Market, Employment and Youth Services

2006 marked the beginning of a new era in the delivery of labour market, career and employment services in Newfoundland and Labrador with the opening of Career Information Resource Centres (CIRCs). Starting in St. John's in 2006, with plans to expand across the province in 2007, the CIRCs provide a focal point for labour market, career and work information. The services are available to a broad population, including employers, industry, community groups, persons receiving income support, job seekers and guidance and career counsellors.

A key focus of the department is the provision of supports for youth who face multiple barriers when looking for work and accessing post-secondary education. Through the Student Work and Services Program (SWASP), young people gain valuable work experience and at the same time earn a tuition voucher to help further their studies. In 2006-07 over 1,700 young people gained valuable work experience, saved for their education and made a meaningful difference in their communities.



In 2006-07 HRLE worked with community partners to pilot youth coordinator positions focussing on increasing awareness and access to youth programming and career opportunities. HRLE also continued to develop the Employment Transition pilot in Corner Brook to help single parents who receive Income Support to obtain employment and become financially independent.

### Bobbi-Jo's Story:

*“On my first day of the Employment Transition Program, I knew that I was on my way. Just two weeks in, I knew what type of job I wanted and the career I someday would hold. I learned so much from the program and was now armed with everything I needed to make a successful life for me and my family. One week before the program ended I applied for a job and was successful in obtaining the position of Awareness Coordinator for the Alzheimer Society of Newfoundland and Labrador, Corner Brook. Within the first two months of that job, I got a raise and my first brand new car. Since then I have moved into the office of Youth Employment Services and have worked my way into the position of Career Coach. My next career goal is to work within the provincial government, and I know I will make it there upon completion of my degree. I am proud to report that as a single parent I no longer collect recyclables to buy milk for my children, I no longer collect income support, and I am now completely self-sufficient. What else could I ask for? Nothing! I already have my life back.”*

*Bobbi-Jo Patey  
Program Graduate  
and Career Coach  
Humber Valley YMCA*



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Maximizing labour market participation and developing a skilled workforce are key priorities for the province. Labour markets are undergoing rapid changes that may lead to skill shortages. At the same time, many jobs are expected to open up as the number of retirements increases and new major project developments begin. Throughout 2006-07 the department continued to support labour market development in the province to help address these challenges and ensure individuals and organizations are prepared to take advantage of emerging opportunities. Highlights of activities include:

- Establishing a new labour market development division
- Co-hosting a provincial labour market symposium
- Releasing regional labour market reports
- Developing a new provincial labour market and career information website
- Co-chairing the Forum for Labour Market Ministers Labour Market Information Working Group



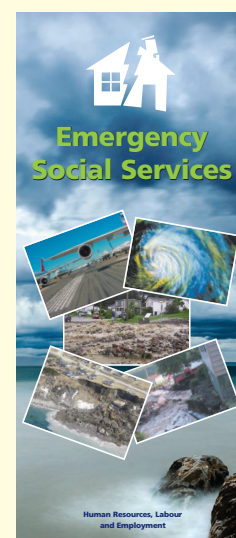
## Emergency Social Services (ESS)

HRLE responded in partnership with other government departments, municipalities and community agencies to the following emergencies in 2006-07, providing food, shelter, transportation and other essential services:

- Baie Verte flood (April 2006)
- Daniel's Harbour landslides (October 2006)
- Continued support (April 2006 to January 2007) to 146 families affected by the Stephenville flood of September 2005.

During 2006-07, HRLE participated in three emergency training exercises with our government partners and community groups.

In October 2006, a dedicated ESS Manager was appointed, formally establishing HRLE's role in Government's overall emergency management plan.



## Immigration and Multiculturalism

In March 2007, Government launched its first immigration strategy, "*Diversity~Opportunity and Growth*," the primary objective of which is to foster economic development. The strategy has firm targets to triple the number of immigrants coming to the province within five years and to double the number that stay.



*“In my 25 years working in the field of immigrant settlement and integration in Newfoundland and Labrador, this is a day that I wasn’t sure I would ever see! Obviously the time was right and what was a dream several years ago, has today become a reality.”*

*Bridget Foster,  
Executive Director,  
Association for New  
Canadians*

The strategy is the result of extensive consultations with stakeholders throughout the province. Contributing to these discussions, in September 2006, the first-ever Immigration Symposium was held in St. John’s. The symposium brought together people from municipalities, business and labour, community-based agencies, educational institutions, interested stakeholders and government officials to discuss a broad range of immigration issues.

## **Fisheries Adjustment - Plant Worker Transition Initiative**

The Plant Worker Transition Initiative provides community-based programs and services to fish plant workers affected by plant closures.

In August 2006, HRLE opened a Fisheries Transition Office in Fortune to assist plant workers affected by the closure of the fish plant, and plant workers from Grand Bank were contacted to inform them of the services available. A second office was opened in Marystown in November 2006.

## **Client Service Delivery**

In 2006-07 the department successfully completed the implementation of a new service delivery model for income and employment supports province-wide. The new delivery structure offers greater privacy and ease of access to people who need assistance. The new approach places a greater emphasis on helping clients make a successful transition from income support to work. It supports the department’s mission to provide enhanced supports and services to better assist people, particularly youth, gain entry and maintain attachment to the labour market and reduce their dependency on income support.

Some aspects of the new province-wide service are:

- Toll-free telephone services to access information and support from the privacy of home
- Dedicated employment services staff to help clients find jobs
- Liaison social workers to work with and on behalf of clients who are in crisis
- Job brokers who work with local employers and the business community to match employer needs with clients
- New computer pay and records management systems

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## Research and Evaluation

HRLE carries out research and evaluation to determine whether programs and services are accomplishing their objectives effectively. The information supports and guides policy development and is used to enhance and define new programs and services. Key research, monitoring and evaluation activities in the fiscal year 2006-07 included:

- *Client Satisfaction with Service Delivery* - HRLE has implemented many service delivery changes in stages across the province since 2005-06. Monitoring is on-going to ensure the changes are responsive to client needs. In fact, clients are responding very favourably to the changes to service delivery, as indicated by client satisfaction surveys completed in 2006-07, especially with the new telephone application process.
- *Marginalized Workers Study* – This study looks at why some workers with barriers such as ill health or family responsibilities find it difficult to find and keep a job. A draft report was completed and will be released in 2007-08.
- *Older Workers Study* – This study looks at the particular employment barriers faced by older workers and at the ways government can help overcome them. Information gathering for this study was carried out in 2006-07. A draft report was completed and will be released in 2007-08.
- *Employment Assistance for Persons with Disabilities* – This study evaluated projects funded under the Labour Market Agreement for Persons with Disabilities, with the goal of improving service and helping persons with disabilities find and keep employment in their communities. The report was finalized and published. Work is underway to implement the recommendations.
- *Accountability Framework* – HRLE has been working with community partners who provide employment programming to develop a framework that clarifies the desired outcomes and activities for both partners. The framework will be used in service contracting starting in 2008-09.
- *Regional Labour Market Reports* – HRLE carried out research to develop information on key labour market indicators and trends for regions throughout the province. These reports provide the most comprehensive labour market reference tools to support decision-makers at the local level.
- *Labour Supply and Demand Monitoring and Forecasting* – In 2006-07 HRLE initiated research to develop a process to monitor provincial labour supply and demand. This includes work to develop a labour supply and demand model for the province and a job vacancy monitor. These tools will provide information to better assist individuals, employers, post-secondary institutions and others to respond to emerging opportunities and potential labour gaps.



## Planning

In December 2006, the HRLE Strategic Plan For Fiscal Years 2006-07 and 2007-08 was tabled in the House of Assembly. By March 31, 2008 the department will have:

- Decreased the number of youth on Income Support
- Increased the access to labour market information and supports
- Fully implemented a new service delivery model in all HRLE regions.

The results for the first year of the plan can be found in the Outcomes of Objectives section of this report. A copy of the HRLE Strategic Plan is available online at: [www.hrle.gov.nl.ca/hrle/publications/list.htm](http://www.hrle.gov.nl.ca/hrle/publications/list.htm) or by calling 729-0494.

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## OUTCOMES OF OBJECTIVES

In consideration of Government's strategic directions and the mandate and financial resources of the department, the following three strategic issues have been identified as the key priorities of the department's 2006-07 to 2007-08 strategic plan:

### **Strategic Issue #1**

*Employment supports for youth who are receiving, or are at risk of receiving, Income Support – the department, in partnership with government and community partners, is focussing on helping youth to gain the needed skills and work experience to become employed and self-reliant, in recognition of HRLE's strategic direction to reduce dependency on Income Support.*

### **Strategic Issue #2**

*Implementation of a new service delivery model – the department is placing greater emphasis on helping Income Support clients successfully move to employment and greater self-reliance.*

### **Strategic Issue #3**

*Support for labour market development – the department is focussing on working with employers and labour to identify needed skills and anticipated shortages in the province's labour market, in recognition of HRLE's strategic direction to improve labour market conditions.*

The goals identified for each issue reflect the results expected in the two-year time frame, while the objectives provide an annual focus. The 2006-07 annual report provides an evaluation of how the department met its strategic objectives for this year and identifies the objectives, measures and indicators for 2007-08.

## Strategic Issue #1

*Employment supports for youth who are receiving, or are at risk of receiving, Income Support.*

**Goal:** *By 2008 HRLE will have decreased the number of youth on Income Support.*

### 2006-07 Objective:

By 2007 HRLE will have increased the participation of youth<sup>2</sup> in employment programs and services who are receiving, or are at risk of receiving, Income Support.

The department is redesigning its youth services with increased focus on providing supports that prevent or reduce the need for Income Support and help youth join the workforce. Additional resources are being provided to support this new focus.

### Indicators of Success:

1. Indicator: Number of youth supported to enhance their employability increased by 5%.

*Result: In 2006-07 the department **doubled** its targeted 5% increase, supporting over 5,100 youth to become more employable, compared with 4,700 in 2005-06.*

2. Indicator: Proportion of financial resources devoted to employment supports increased by 5%.

*Result: In 2006-07 the department achieved a 5.5% increase in its youth budget with an additional \$500,000, for a total of \$9.6 million, up from \$9.1 million in 2005-06.*

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<sup>2</sup> Youth = 18-29 years of age

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3. Indicator: Number of youth on Income Support participating in federal programs (Baseline to be established).

*Result: 860 youth on Income Support participated in federal programs in 2006-07. Through this participation, youth improve their employability and career opportunities. These active employment and career supports help to reduce the barriers to employment that young people may encounter.*

4. Indicator: Number of youth recipients of Income Support who were provided employment supports and subsequently reduced or terminated their use of Income Support increased by 5%.

*Result: In 2006-07, approximately 1,900 youth on Income Support who received employment supports either reduced or ended their need for Income Support, about the same number as last year. The 5% target was not met for two reasons: a reduction in the pool of potential clients who could sign up for employment supports (i.e., more youth leaving Income Support due to an improving economy); and an increased focus on preventing youth at risk from receiving Income Support altogether.*

*However, HRLE is on track to exceed the goal of decreasing the number of youth on Income Support by 2008. As a matter of fact, the plan calls for a 10% decrease by 2008, and we have already reached that target in 2007.*

The objective, measure, and indicators for the next fiscal year are as follows:

## 2007-2008 Objective

*By 2008 HRLE will have reduced the number of youth on Income Support.*

### *Performance Measure:*

*A decreased number of youth on Income Support.*

### *Indicators of Success:*

- 4% increase in departmental financial resources devoted to employment supports for youth.*
- 5% decrease in the number of youth receiving Income Support.*

## Strategic Issue #2

*Support for labour market development.*

**Goal:** *By 2008 HRLE will have increased access to labour market information and supports.*

### 2006-07 Objective:

By 2007 HRLE will have established an infrastructure to gather and disseminate labour market information.

In today's fast-paced environment, labour market information is a strategic tool to help individuals, communities, employers, labour organizations and learning institutions make informed choices, plan ahead, monitor progress and adapt to change. People need timely and reliable information about the labour market in order to make good decisions about what courses to take, what courses to offer, what job opportunities to pursue, effective strategies to attract and keep workers, and the types of employment and human resource supports needed.

### Indicators of Success:

1. Indicator: Labour Market Development Division established.

*Result: A Labour Market Development Division was established in May 2006 to coordinate labour market policy development and to provide timely and accurate labour market information and services to assist individuals, employers and policy makers in making informed labour market decisions.*

2. Indicator: Labour market website portal launched.

*Result: Piloted in March 2007 with anticipated launch in May 2007, LMIworks offers employers, sectors, industry, community groups, income support clients, job seekers, parents, students, guidance and career counselors and others with access to up-to-date and relevant labour market, career and employment information.*



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3. Indicator: Reports released on: regional labour markets, labour market programs and services and marginalized workers.

*Result: Nine regional labour markets reports were completed and released in winter 2007. The Labour Market Resource Directory of programs and services was released in spring 2007 and a draft "Marginalized Worker" report was prepared in March 2007.*

4. Indicator: Labour Market Development symposium held.

*Result: The first provincial labour market symposium for Newfoundland and Labrador was held in October 2006. The theme for the symposium was "Building Healthy Labour Markets in Newfoundland and Labrador."*

5. Indicator: Community workshops on the effective use of labour market information held.

*Result: In 2006-07 two labour market training sessions were held in the province.*

6. Indicator: Number of individuals accessing the NL Work Information Network, Labour Market Information web site, Career Information Hotline and Labour Market Development Division services increased (Baseline to be established).

*Result: In 2006-07 the Labour Market Development Division established a new Labour Market Information web site (incorporating aspects of NLWIN), in addition to enhanced Career Information Hotline and Labour Market Development Division services. Baselines are being established to identify and monitor the access and use of these services.*

7. Indicator: Client satisfaction with access to labour market information increased (Baseline to be established).

*Result: In 2006-07 mechanisms to monitor and assess client satisfaction with labour market information products and services were developed. Baselines are currently being established.*

The objective, measure, and indicators for the next fiscal year are as follows:

## **2007-2008 Objective**

*By 2008 HRLE will have developed a process to monitor and forecast current and emerging employment demands and skills gaps.*

### *Performance Measure:*

*A process will be in place to monitor and forecast employment demands and skills gaps.*

### *Indicators of Success:*

- *Monthly monitoring of provincial labour market supply and demand.*
- *Annual forecast of provincial occupational demand.*
- *Dissemination of monitoring and forecast information.*

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## Strategic Issue #3

*Implementation of a new service delivery model.*

**Goal:** *By 2008 HRLE will have implemented a new service delivery model that allows the department to deliver its programs and services effectively and efficiently.*

### 2006-07 Objective:

By 2007 HRLE will have implemented the service delivery model in all HRLE regions.

The department has developed a new service delivery model that places greater emphasis on helping clients make a successful transition to the labour market. With the new model, more staff can focus on career, employment and youth services rather than on the administrative process of delivering Income Support benefits. More efficient administration of the Income Support Program will make it easier for clients to access services.

### Indicators of Success:

1. Indicator: Cheque production centralized.

*Result: As of April 2006 the new Client Automated Payment System (CAPS) was successfully implemented throughout the province. The centralization of cheque production promotes the consistent application of policies and procedures for all clients across the province.*

2. Indicator: Telephone application system implemented.

*Result: The department is providing greater privacy and access to people who need assistance. The telephone application system is now available in all regions of the province. Clients can call toll-free from the privacy of their own homes and no longer have to travel to district offices in order to apply for Income Support. Over 90% of new applicants are now choosing to apply by telephone. TTY (Text Telephone) and forms in Braille are also available to those who need them.*

3. Indicator: Client enquiry monitoring process implemented.

*Result: The regions are monitoring enquiries, complaints and appeals through the Regional Enquiries Coordinator positions. Regional Enquiries Coordinators oversee the first formal level of appeal, the internal review, by reviewing the local office's decision regarding a client's request for support. The number of internal reviews are marginally lower (581 in 2006-07 compared with 623 in 2005-06) and the number of resolutions at the local and regional level is higher (94 in 2006-07 compared with 64 in 2005-06), resulting in fewer appeals (88 in 2006-07 compared with 142 in 2005-06).*

4. Indicator: Client survey tools to measure satisfaction piloted.

*Result: Client satisfaction surveys about the new service delivery model have been conducted in all regions. Client surveys have indicated a high level of satisfaction (91%) with the new approach to delivering services. Clients particularly like being able to apply for services by telephone from the privacy of their homes and not having to incur costs to visit the office or pay long distance charges.*

5. Indicator: New management structure in place.

*Result: A new management structure to support the new service delivery model was approved in June 2006, with implementation planned for 2007-08.*

6. Indicator: New staff roles assigned and new positions established.

*Result: The department is strengthening its focus on helping clients make successful transitions from Income Support to work by dedicating more staff to help clients find and keep jobs. Staff are being trained in new roles to work face-to-face with clients to help them overcome barriers to employment and ensure effective referrals to other services. New positions, including enquiries coordinators, liaison social workers and job brokers, have been created to help address the needs of clients deemed to be at risk and to support the proactive identification of employment opportunities in the community.*

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7. Indicator: Number of youth transferred from Department of Health and Community Services (HCS) with case plans (Baseline to be established for 2006-07).

*Result: 35 youth clients were transferred in the Avalon Region; only one had a case plan developed that ensured that they receive appropriate HRLE services linking them to employment and other supports. Liaison social workers and career development specialists with HRLE are working with HCS to increase the number of clients transferred with case plans.*

8. Indicator: Number of days spent in emergency accommodations (Baseline to be established).

*Result: A baseline was established in the Avalon Region that indicated that clients who were in emergency accommodations spent an average of 21 days there. Through an improvement in the facilitation of services, the department is aiming to reduce reliance on emergency accommodations.*

9. Indicator: New computer pay and records management systems operational in all offices.

*Result: The department has implemented a new computer pay and records management system (CAPS) to help staff provide clients with up-to-date information about their requests for service. The Tower Records Information Management (TRIM) and CAPS are now available in all regions of the province. The next phase of CAPS will focus on career and employment services and allow staff to spend less time on administering programs and more time working directly with clients to plan for, find and keep employment.*

10. Indicator: Payment authorization units in place in each region.

*Result: The department now has payment authorization units in place to serve each region to promote a consistent approach to processing and verifying payments.*

11. Indicator: Referral protocols with agencies implemented.

*Result: Work continues with community partners to ensure appropriate referral protocols are in place to improve access for clients.*

The objective, measure, and indicators for the next fiscal year are as follows:

## **2007-2008 Objective**

*By 2008 HRLE will have evaluated and refined the service delivery model, as required.*

### *Performance Measure:*

*Evaluation and refinement of the new service delivery model.*

### *Indicators of Success:*

- *Client satisfaction baseline established for 2007-2008.*
- *Increased proportion of clients participating in employment interventions in rural areas.*
- *Total number of employment interventions increased.*
- *New management structure implemented.*
- *Employment support services expanded.*
- *Increased efficiency in the delivery of income supplementation support.*
- *Expand social work capacity to support vulnerable clients.*

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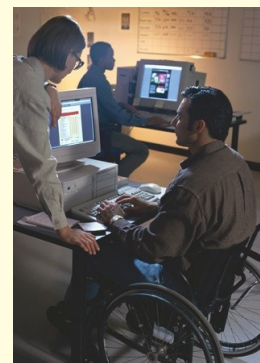
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## UPCOMING OPPORTUNITIES AND CHALLENGES

The department made significant progress this year in advancing its social policy and program commitments to the people of Newfoundland and Labrador. HRLE has taken the lead on a series of measures to help people achieve greater self-reliance and play an active role in their communities, while fostering measures to promote a healthy labour market in the province and contribute to its economic development. However, there is still work to be done to achieve our vision of a diverse, self-reliant population with minimal dependency on Income Support and a labour market supply that meets the economic requirements of the province.

The department continues to have a critical role to ensure that employment and career supports and labour market information are widely available throughout the province. Challenges and opportunities for HRLE in 2007-08 include:

- Expanding the delivery of career, employment and labour market services by:
  - Establishing new Career Information Resource Centres (CIRCs) across the province to provide career, work and labour market information and support to individuals and employers
  - Expanding the Graduate Retention Program to help additional graduates strengthen their attachment to the labour market
  - Expanding the Community Youth Network to actively connect youth to a wider range of career and recreational options
  - Implementing an initiative to divert youth applying for Income Support to pursue education, skills development and employment
  - Hiring Regional Career Resource Officers to provide career supports in the K-12 school system
  - Implementing employment and business development projects
  - Providing career transition services for fish plant workers affected by plant closures
  - Continued development of the provincial labour market website and dissemination of products to help increase access to labour market information
  - Regional training in the use of labour market information to better support stakeholders with their career, employment and human resource decisions





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- Implementing the Poverty Reduction Strategy and expanding services to vulnerable clients by:
  - Increasing awareness and promoting greater use of the many programs and services offered by the Government of Newfoundland and Labrador for those in low income
  - Improving mechanisms and tools to analyze combined effects of programs and services on an ongoing basis, including tax implications
  - Strengthening relationships and partnerships with the community-based sector, business and labour to better understand and meet the needs of those in low income
  - Assessing the progress of the poverty reduction strategy and developing initiatives to address unmet needs and build on preventative measures

- Implementing the province's immigration strategy by:
  - Staffing the Office of Immigration and Multiculturalism
  - Promoting the Provincial Nominee Program to employers
  - Enhancing settlement services for newcomers
  - Developing a provincial policy on multiculturalism

- Supporting labour market development by:
  - Working with employers, labour organizations, other provincial and federal departments and key stakeholders to maximize employment opportunities for individuals and support the continued development of a skilled workforce to meet future labour market demands
  - Working with provincial and federal partners to support the development of integrated and responsive labour market services and supports in the province and throughout the country. This includes exploring opportunities to maximize existing and new labour market programs, such as the CA/NL Labour Market Development Agreement, to better respond to local needs
  - Working with the federal, provincial and regional partners to respond to current and emerging labour market opportunities and challenges and support the development of an integrated labour market and career service delivery system for the province



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## FINANCIAL STATEMENTS

Summary of Expenditure and Related Revenue for the Year Ended March 31, 2007 (unaudited)				
		Actual Expenditure \$	Amended Budget \$	Original Budget \$
<b>Executive and Support Services</b>				
1.1.01	Minister's Office	329,267	344,700	311,700
1.2.01	Executive Support	809,709	815,100	649,600
1.2.02	Administrative Support Less Revenue	4,959,215 (166,523)	5,037,600 (20,000)	5,043,400 (20,000)
1.2.03	Program Development & Planning Less Revenue	3,790,365 (237,032)	3,841,600 (301,000)	3,736,900 (301,000)
<b>Service Delivery</b>				
2.1.01	Client Services Less Revenue	17,648,911 (324,995)	18,009,900 -	18,153,500 -
<b>Income Support Services</b>				
3.1.01	Income Support Less Revenue	214,930,643 (5,313,562)	218,967,300 (6,600,000)	218,907,300 (6,600,000)
3.1.02	National Child Benefit Reinvestment	1,542,679	1,600,000	1,600,000
3.1.03	Mother/Baby Nutrition Supplement	362,656	460,000	460,000
<b>Employment and Labour Market Development</b>				
4.1.01	Employment Development Programs	6,735,204	7,833,000	7,833,000
4.1.02	CA/NL Labour Market Development Agreement Projects Less Revenue	3,457,239 (4,577,190)	6,000,000 (6,000,000)	6,000,000 (6,000,000)
4.1.03	Labour Market Adjustment Programs Less Revenue	10,947 (35,581)	250,000 (250,000)	250,000 (250,000)
4.1.04	Employment Assistance Program for Persons with Disabilities Less Revenue	7,967,687 (3,488,368)	8,189,800 (3,431,000)	8,189,800 (3,431,000)
<b>Youth Services</b>				
5.1.01	Youth Services	2,867,108	2,969,100	2,989,100
5.1.02	Newfoundland and Labrador Student Investment & Opportunity Corporation	6,473,908	6,474,000	6,474,000
TOTAL		\$257,742,287	\$264,190,100	\$263,996,300
Expenditure and revenue figures are from the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for the year ended March 31, 2007. Expenditures and related revenues for the Labour Relations Agency, Labour Relations Board and the Workplace Health, Safety and Compensation Review Division are included in their annual reports.				

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## APPENDICES

## APPENDIX A

### Program Information and Statistics

#### Income Support

##### *Caseload Size and Family Status*

In 2006 the total annual Income Support caseload was approximately 34,000 and the average monthly caseload was 26,590. The large difference in size between the monthly and annual caseloads is due to the continuous coming and going of different people from month to month. In 2006, on average each month, approximately 1,100 cases left the Income Support Program and 1,000 entered the program.

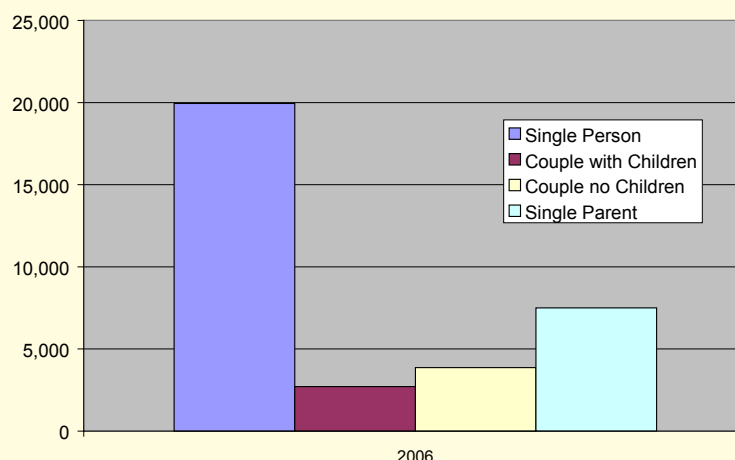
During the period 2000 to 2006:

- The proportion of the population on Income Support dropped from 11.2% to 8.5%.
- The number of couples with children receiving Income Support continued to decline, from 6,200 to 2,700, a 57% decline.
- The number of single people receiving Income Support increased slightly, from 19,800 to 19,900, and accounted for 59% of the Income Support caseload, up from 50% in 2000.

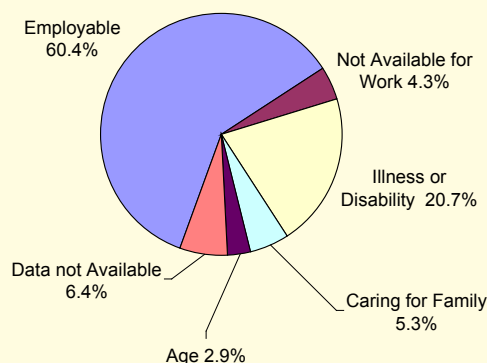
##### *Reason For Assistance*

In 2006 sixty per cent of the caseload identified themselves as being employable. Clients required Income Support because they were unemployed, underemployed or did not earn enough income to meet daily living expenses. Fifty-three per cent of the recipients who identified themselves as employable were single people.

Income Support Cases by Family Type



Proportion of Income Support Cases by Employment Status of Head, 2006



## Gender

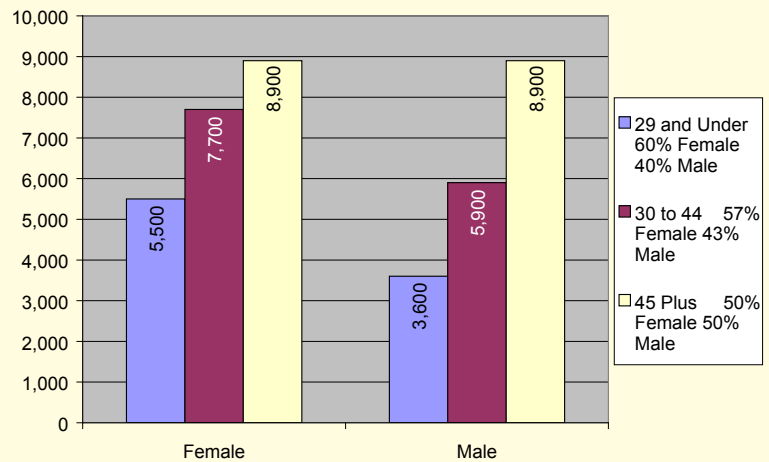
In 2006 fifty-five per cent of the adult clients on the caseload were women; 45% were men. For clients between 18 and 50 years of age, there were more women on the caseload than men. For those under the age of 30, sixty per cent were female; the percentage gradually dropping to about 50% for those aged 50 and older.

## Age

Individuals receiving Income Support are getting older. In 2006 seventy-eight per cent were 30 years and older, up from 72% in 2000. The number of youth (18-29 years) has declined by 36% since 2000. Overall, in 2006, youth represented less than one-quarter of the Income Support caseload and 42% of all new entrants to the program.

Sixty-nine per cent of new youth entrants in 2006 were single, up from 67% in 2005; 20% were single parents, unchanged from 2005.

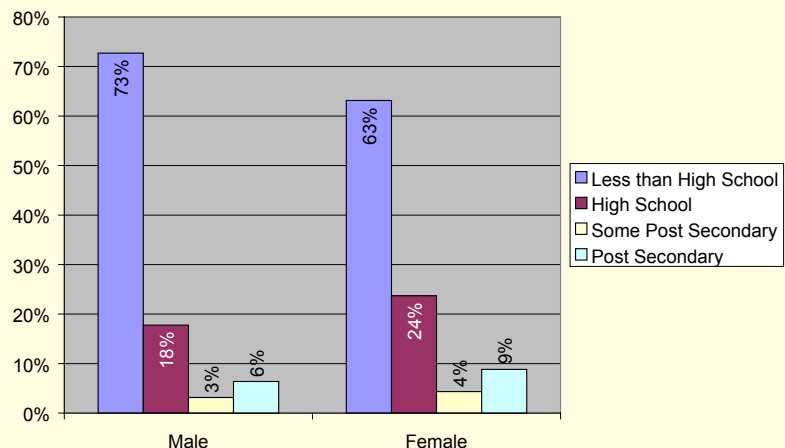
Age of Adult Clients by Gender - 2006



## Education

Low levels of education pose a major barrier to employment, especially among older clients. Given the demand for skilled labour, it is likely to present even greater challenges in the future. However, education levels for people receiving Income Support have been increasing, especially for youth. In 2006:

Education Level by Gender - 2006



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- 36% of adults (18 years and older) had completed high school, up from 31% in 2000.
- 47% of youth (18-29 years) had completed high school, compared to 44% in 2000.
- 25% of those aged 45 years and older had completed high school, up from 18% in 2000.

## ***Regional Distribution***

About 47% of people receiving Income Support live in the Avalon Region, up from 45% in 2000. Central Region has 28% of the clients, Western has 21% and Labrador has 4%.

## **Career and Employment Supports**

HRLE offers employment and career services to a variety of client groups, including youth, persons with disabilities and persons receiving, or at risk of receiving, Income Support.

## ***Community Employment Initiatives***

Funding was provided to twenty-three agencies throughout Newfoundland and Labrador to support the provision of career and employment counselling and other interventions to 1,357 clients of the department in 2006-07. A full list of these agencies is provided in Appendix B.

## ***Employment Development Supports***

A range of employment supports is provided to Income Support clients to help them implement their employment plans. Clients receive intensive one-on-one employment and career planning to identify barriers to employment and appropriate employment supports, which may include a placement support allowance, short-term training, work supports and financial supports for assessment, counselling and testing services. In 2006-07 approximately 1,300 participants were provided with employment development supports, with a total expenditure of approximately \$1,000,000.

## ***Linkages Program***

The Linkages Program is delivered in partnership with community-based agencies throughout the province. It provides unemployed youth with 26 weeks of career-related paid employment and an opportunity to participate in career planning workshops to gain career awareness and find a job. In 2006-07 the annual budget was \$1,430,000, with 247 approved jobs. Of those participating, 91% were outside the St. John's urban area.

### ***Wage Subsidy Programs***

NLWorks assists Income Support clients and unemployed, underemployed and seasonal workers in finding jobs and gaining valuable work experience and skills to improve their employment prospects and attachment to the labour market. In 2006-07 the annual budget was \$2,032,000, with 419 approved jobs. Of those participating, 71% were outside the St. John's urban area.

### ***Adult Basic Education***

To address the educational barriers of clients receiving Income Support (two-thirds of whom have not completed high school), HRLE partners with the Department of Education and the College of the North Atlantic to enhance client access to the Adult Basic Education (ABE) Level II and III programs. Four hundred eighty-five clients participated (61% youth; 66% female and 34% male) in the ABE program in 2006-07. Successful completion of ABE allows many clients to pursue their education, career and employment goals.

### ***Linking Income Support Clients with Federal Employment Supports***

The department assesses and refers eligible Income Support clients to Service Canada for employment services available through the CA/NL Labour Market Development Agreement (LMDA). In 2006-07:

- 2,011 clients accessed LMDA programs
- 48% received counselling
- 25% participated in skills development
- 18% found employment
- 9% participated in youth programs

### ***Employability Assistance for Persons with Disabilities***

The Labour Market Agreement for Persons with Disabilities (LMAPD), which provides federal cost-sharing for a range of employment supports and services, continues to support the preparation, attainment and retention of employment for persons with disabilities. This program supports access to post-secondary training, supported employment and community-based employment support services.

Grants are provided to community partners, including the Independent Living Resource Centre, Vera Perlin Society and Canadian Paraplegic Association, for employment services and supports to eligible clients with disabilities. A list of community partners that received grants in 2006-07 is provided in Appendix B. Funding under the LMAPD was spent in three areas:

- Training Services Program provides supports for persons with disabilities to attend post-secondary studies: 304 participants; \$2,124,000 annual budget;



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- Supported Employment Program provides grants to employment corporations to develop community-based opportunities for adults with developmental disabilities: 1,400 participants (709 clients found employment, of which 455 required job trainers); \$4,245,000 annual budget; and
- Grants to Community Partners provides grants to community-based agencies to support persons with disabilities: 547 clients were served; \$1,805,700 annual budget.

## Youth Services

Youth Services includes programs funded through the Student Investment and Opportunity Corporation (SIOC) and other development grants for youth initiatives. A focal point for youth services is supporting youth with higher risks and multiple barriers to the labour market and post-secondary education. Support in the form of grants to youth organizations, wage subsidies for students and graduates and tuition voucher programs enhance youth leadership and career development.

### *Student Investment and Opportunity Corporation (SIOC)*

The purpose of this corporation is to assist post-secondary students gain work experience and employment to help offset the cost of their education. In 2006-07 the SIOC served 4,567 clients with an investment of \$6.5 million. Additional information is provided in the SIOC's annual report, available on-line at: [www.hrle.gov.nl.ca/hrle/publications/list.htm](http://www.hrle.gov.nl.ca/hrle/publications/list.htm). Funding was provided for wage subsidies to encourage student employment through cooperative education, work-term placements, graduate employment and summer employment placements throughout the province. Programs primarily offering wage subsidies included:

- Graduate Employment
- Student Employment, Level I, II and III
- Faculty of Education Rural Placement Program
- Student Summer Support
- Social Work Recruitment
- Rural Practice Medical
- Small Enterprise Co-operative Placement Assistance – Memorial University and College of the North Atlantic

In addition to wage subsidies, a number of initiatives offer tuition vouchers to participants that can be used towards education-related costs of attending post-secondary institutions. Programming initiatives primarily offering tuition vouchers included:

- Student Work and Services Program



- Tutoring/Work Experience Program
- Tutoring for Tuition Program

Grants are provided to a number of youth-serving organizations to assist with the delivery of programs and services for youth. Services range from career fairs to employment and youth leadership initiatives. An example is the “*Value of Money, Value of Work Program*,” which provided summer employment for ten low-income youth to develop life skills through weekly training sessions. Another example, the “*Youth at Promise Challenge Program*” targets at-risk youth with low literacy levels so they can qualify for entry into other employment and education programming.

### ***Other Grants to Youth Organizations***

The department provided funding for administrative and program costs of youth-serving organizations, including the Boys and Girls Clubs, Big Brothers-Big Sisters, Scouts and Guides, YM/YWCA and Allied Youth. These organizations provided over 30,000 youth with information in the areas of leadership, social and personal development and career exploration, supported by over 5,000 adult volunteers and an investment of \$500,000.

### ***Community Youth Network***

The Community Youth Network (CYN) supports youth 12-18 years of age living in, or at risk of, poverty. CYN chapters in the province offer a variety of programs and services, in a supportive and safe setting, to help youth move forward in life and make a more informed decision regarding their future. Approximately \$1,400,000 was provided to support the Community Youth Network in 18 locations throughout the province. The CYN is supported in partnership with the provincial and federal governments through the National Child Benefit Agreement. Community Youth Network chapters served approximately 8,450 clients in 2006-07.

### **Family-Related Supports**

#### ***Newfoundland and Labrador Child Benefit (NLCB)***

This benefit assists low-income families with the cost of raising children under the age of 18 years. The NLCB is combined with the Canada Child Tax Benefit into a single federal-provincial monthly payment delivered by the Canada Revenue Agency. In 2006-07, on average each month, 17,329 low-income families (which includes 27,072 children) received this benefit. The annual cost was \$7,428,000. In 2006-07 government increased the first-child rate by \$7 a year by indexing the NLCB to the provincial Consumer Price Index.

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## ***Mother-Baby Nutrition Supplement (MBNS)***

This \$45 monthly benefit is provided to pregnant women and families with a child under the age of one year who have an annual net income less than \$22,397.

Through the federal-provincial-territorial Early Childhood Development Initiative, the MBNS provides funding for additional nutritional needs during pregnancy and in the child's first year of life. The pre-natal component is administered by HRLE; the post-natal component is delivered by the Canada Revenue Agency as part of the NLCB. On average 1,187 low-income families (which includes 1,200 children) receive the MBNS each month. Approximately 400 pregnant women receive the MBNS, on average, each month. The MBNS has a post-natal annual budget of \$705,000 and a pre-natal annual budget of \$460,000.

## ***Extended Drug Card Program***

With an annual budget of \$1,000,000, this program provides transitional support to families and individuals who leave Income Support for employment by extending prescription drug coverage for six months after they leave Income Support. Originally, this program provided prescription drug coverage for three months to families with children. In 1999 the coverage was extended to six months, and in 2001 the program was made available to any recipient who leaves Income Support for employment or training. Approximately 2,600 adults and 1,900 children benefit from this program every month.

## ***Support Application Program***

This program is available to individuals in the province who require assistance to obtain child or spousal support. Nineteen registered social workers who are trained in alternate dispute resolution are assigned to this program. Support Application Social Workers are located at HRLE offices throughout the province to assist people to obtain child and spousal support agreements and court orders. In most instances, parents in receipt of Income Support are required to pursue child and spousal support. Support application social workers are also available to assist parties to understand the Child Support Guidelines and the options available in resolving issues. In 2006-07 over 2,500 Income Support recipients received services from this program. During 2006-07 HRLE and the Department of Justice discussed the implementation of a new model to improve service delivery.

## Emergency Social Services

HRLE has responsibility for delivering emergency social services in partnership with other provincial departments and community agencies.

HRLE staff leads the delivery of registration and inquiry, food, clothing, shelter, and other personal services from emergency centres and may contract with groups such as the Canadian Red Cross and the Salvation Army to help in the delivery of those services.

In 2006-07 the department strengthened its relationships with its government and community partners to prepare for and respond to emergencies.

## Labour Market Conditions and Trends

Labour market conditions in the province continued to improve in 2006, consistent with trends observed since 1996. Compared to 2005, employment grew by 0.7% to a record high of 215,700 in 2006; both the participation rate (59.2%) and the employment rate (50.4%) were at or near record highs and the unemployment rate dropped to 14.8%, the lowest rate recorded in over 25 years.

Since 1996 employment growth has occurred in all four Labour Force Survey regions in the province. While the Avalon Peninsula, which includes the St. John's Census Metropolitan Area (CMA), accounted for 70.1% of employment growth (or 19,700 person years) in this period, positive growth was also experienced in the West Coast-Northern Peninsula-Labrador Region (3,500), the Notre Dame-Central-Bonavista Bay Region (3,700) and the South Coast - Burin Peninsula Region (1,200).

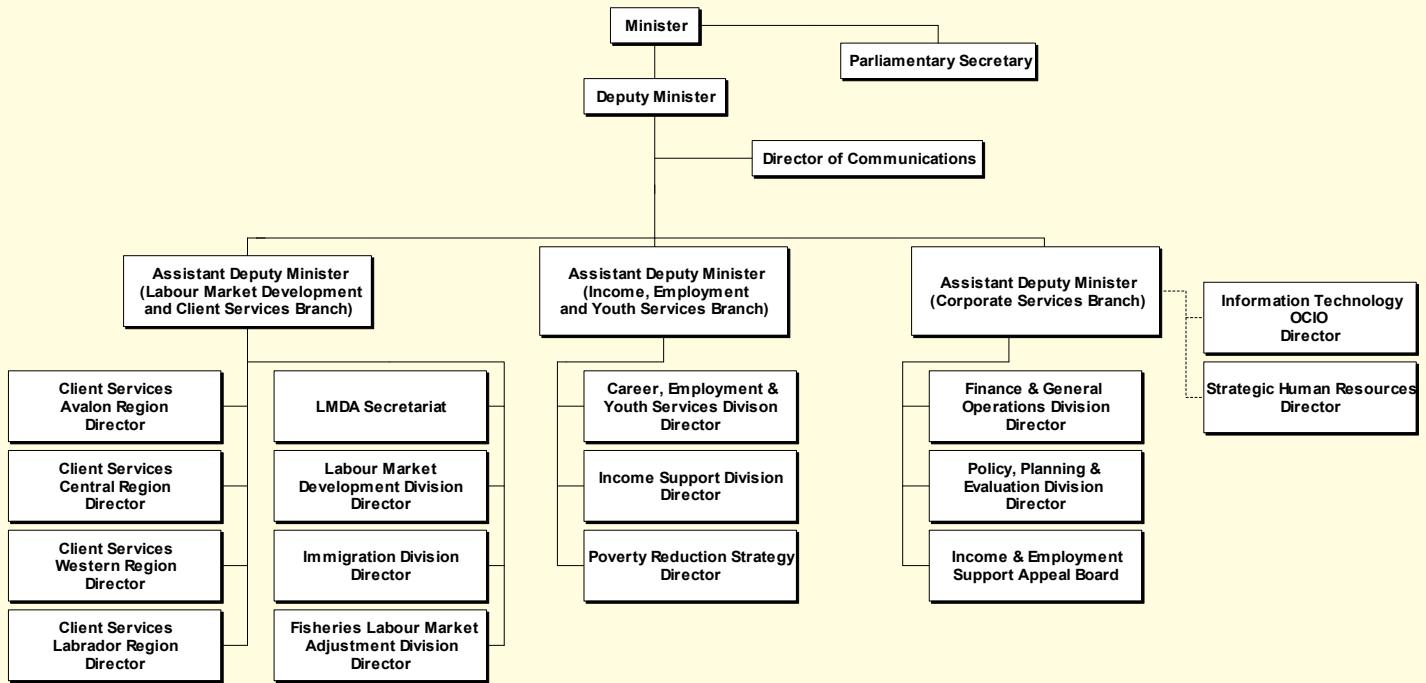
Continued growth of the provincial economy and labour markets is expected in 2007. Employment is expected to increase by 1.2% to average 218,300, and the unemployment rate is forecast to decline to 14.3%. Over the next decade, significant employment opportunities are expected to emerge due both to new growth (e.g., major project developments) and to job openings that will be created as a result of an increasing number of retirees.

## APPENDIX B Employment Supports

Community Agencies and Community Employment Corporations 2006-2007	
Community Agencies	Community Employment Corporations
o Association for New Canadians	o Ability Employment Corporation
o Botwood Boys and Girls Club	o Avalon Employment Corporation
o Calypso Foundation	o Bay St. George Community Employment Corporation
o Canadian Paraplegic Association	o Bridges Employment Corporation
o Choices For Youth	o Burin-Marystown Community Employment and Training Board
o Community Business Development Corporation - Trinity Placentia	o Exploits Community Employment Corporation
o Community Centre Alliance	o Gambo and Area Employment Corporation
o Harbour Breton Community Centre	o Genesis Employment Corporation
o Humber Community YMCA	o Green Bay Community Employment Corporation
o Independent Living Resource Centre	o Humber Valley Employment
o John Howard Society	o Labrador West Employment Corporation
o Longside Club	o Lake Melville Community Employment Corporation
o Metro Business Opportunities	o Mariner Resource Opportunities Network
o NL Co-ordinating Council on Deafness	o Newville Employment Assistance
o Random North Development Association	o Port aux Basques Community Employment Corporation
o Single Parent Association of NL	o SEDLER Community Employment Corporation
o Smallwood Crescent Community Centre	o Straits Development Association
o Stella Burry Community Services	o Three (L) Training & Employment Board
o T. I. Murphy Centre	o Vera Perlin Society
o Vera Perlin Society	o Visions Employment Corporation
o West Coast Employment Preparation	
o Women in Resource Development	
o Women in Successful Employment (WISE)	

## APPENDIX C

### Department Organizational Chart



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## APPENDIX D

Further information about the services offered by the Department of Human Resources, Labour and Employment may be obtained from the department's web site at [www.gov.nl.ca/hrle](http://www.gov.nl.ca/hrle).

To access career, employment and labour market information please call the Labour Market and Career Information Hotline at 1-800-563-6000 (709-729-6000 in St. John's) or visit [LMIworks.nl.ca](http://LMIworks.nl.ca).

Additional information may also be obtained by contacting the office in your area.

Human Resources, Labour and Employment, Confederation Building, 3rd Floor, West Block, P.O. Box 8700, St. John's, NL, A1B 4J6, Telephone: (709) 729-2480

### Avalon Region

*TOLL-FREE*

*All offices in the Avalon Region can be reached at 729-7888 or toll-free at:*

*1-877-729-7888*

*TTY: 1-888-380-2299*

### Central Region

*TOLL-FREE*

*All offices in the Central Region can be reached toll-free at:*

*1-888-632-4555*

*TTY: 1-877-292-4205*

### Western Region

*TOLL-FREE*

*All offices in the Western Region can be reached toll-free at:*

*1-888-417-4753*

*TTY: 1-888-445-8585*

### Labrador Region

*TOLL-FREE*

*All offices in the Labrador Region can be reached toll-free at:*

*1-888-773-9311*

*TTY: 1-866-443-4046*

Department of Human Resources, Labour and Employment  
3rd Floor, West Block, Confederation Building  
P.O. Box 8700  
St. John's, Newfoundland and Labrador  
A1B 4J6



