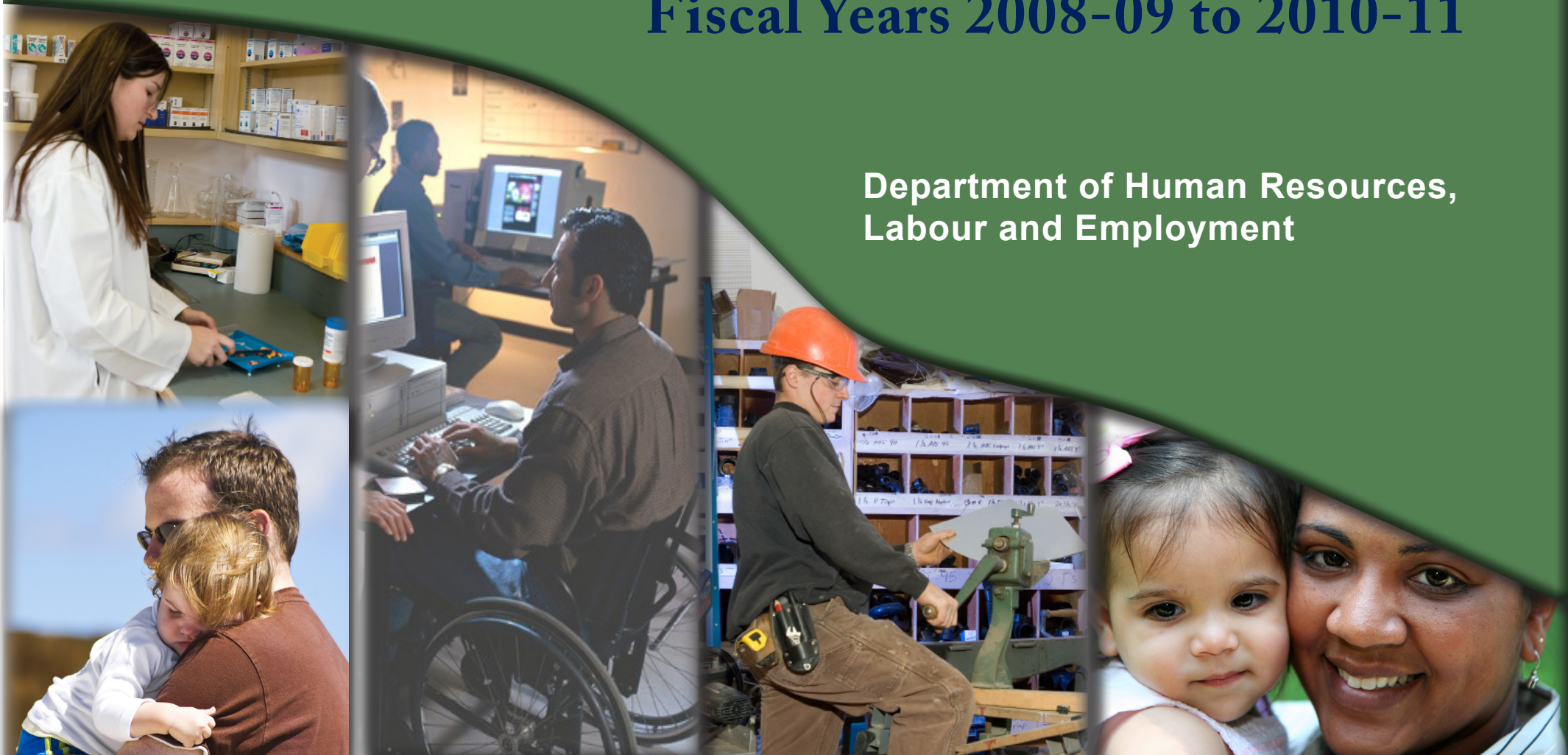


# Strategic Plan

## Fiscal Years 2008-09 to 2010-11

Department of Human Resources,  
Labour and Employment



## Message from the Minister

As Minister responsible for the Department of Human Resources, Labour and Employment, I am very pleased to present the department's strategic plan for the period 2008 to 2011. This plan was prepared under my direction in accordance with government's *Transparency and Accountability Act*, and the strategic directions of government were carefully considered in its preparation. I am accountable for achieving its goals and objectives.

The economy of this province has changed dramatically in recent years. The outlook is bright and the opportunities are promising. Labour market conditions have improved significantly, and there are new emerging issues and opportunities that require innovative approaches.

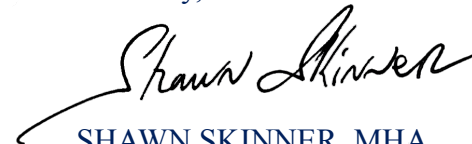
This three-year strategic plan defines a very clear leadership role for the department, in concert with business, labour and other key stakeholders in responding to the new labour market of today and of the future. The prosperity of this province has always rested with the hopes, aspirations and creativity of Newfoundlanders and Labradorians. Although demographic trends point to certain challenges, there are real corresponding opportunities. This plan provides for an aggressive and collaborative approach by government in the areas of recruitment and retention of workers, increasing participation in the labour force and enhancing labour market information and services.

The directions and priorities outlined in this plan build on the significant success already realized in respect to poverty reduction, immigration and multiculturalism, and reducing dependency on

Income Support. Building on these initiatives, this plan will help ensure that individuals, employers and community organizations have timely and convenient access to supports and services that maximize opportunities for workforce participation, improve employment outcomes and improve access to a diverse and skilled workforce needed to meet current and future labour demands.

This plan reflects the priorities that have been brought forward to the department by individuals, employers, labour, community agencies and other stakeholders. As minister, I look forward to implementing this strategic plan and achieving these important goals and objectives.

Sincerely,



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



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## 1.0 Introduction

In accordance with the *Transparency and Accountability Act* (2004), the strategic plan for the Department of Human Resources, Labour and Employment (HRLE) identifies key priority areas for the next three years. This plan addresses three strategic issues: recruitment and retention of workers, labour force participation and labour market information.

A concerted effort is required to ensure the future availability of workers to meet the needs of our growing provincial economy. To that end, the department is increasing its focus on working with partners to recruit workers to the province and retain them.

Increasing participation in the labour force is critical to ensure that all individuals benefit from the emerging opportunities and to meet future labour demands of the provincial economy. Increasing self-reliance through employment is also critically important in fighting poverty.

The department is committed to building on its goal in the last strategic plan to increase access to labour market information and supports. Critical gaps in labour market information continue in this province and throughout Canada, particularly as they relate to reliable and relevant information about the current and future labour force and changing employer demands.

To address the strategic issues outlined in the plan, the following goals, along with corresponding objectives for each of the next three years, have been developed:

- implement new and enhanced services to support the recruitment and retention of workers
- provide enhanced employment, career and workplace services to support labour force participation
- enhance the quality of labour market information

Using specified measures and indicators, a performance report will be tabled in the House of Assembly each year that provides a summary of the progress in achieving the goals and objectives set out in this plan.



## 2.0 Plan at a Glance

### Vision

Newfoundland and Labrador will have a diverse, prosperous population with a labour supply that meets the social and economic aspirations of the province.

### Mission

By 2011 the Department of Human Resources, Labour and Employment will have enhanced supports and services to individuals to increase their participation in the labour market and to employers to ensure they have the human resources required to compete and contribute to a prosperous future for the province.

### Goals

Goal 1: By 2011 the department will have implemented new and enhanced services to support the recruitment and retention of workers in Newfoundland and Labrador.

Goal 2: By 2011 the department will have provided enhanced employment, career and workplace services to support labour force participation in Newfoundland and Labrador.

Goal 3: By 2011 the department will have enhanced the quality of labour market information in Newfoundland and Labrador.



## 3.0 Overview of Department

**H**uman Resources, Labour and Employment (HRLE) is a progressive and dynamic department focused on human resource and labour market development. Through the delivery of employment, human resource and income supports, HRLE strives to enhance social and economic outcomes for individuals, families, employers and communities throughout the province. HRLE develops and implements innovative and broad-based approaches to labour market challenges and opportunities through partnerships with clients, business, labour, community agencies and other government departments. This includes specific measures, such as strategies to attract and retain youth and immigrants, to improve labour market participation of current and potential workers, especially underrepresented groups. HRLE provides supports to employers in accessing the employees they need, takes measures to reduce poverty and provides a social safety net for individuals and families.

### Structure

The department is comprised of:

- Labour Market Development and Client Services Branch
- Income, Employment and Youth Services Branch
- Corporate Services Branch
- Office of Immigration and Multiculturalism

### Staff and Budget

Approximately 600 staff (70% female and 30% male) in twenty-seven locations and at the provincial office provide service in four regions: Avalon (370 staff), Central (120 staff), Western (90 staff) and Labrador (20 staff). With budgeted gross expenditures of approximately \$308 million in fiscal year 2008-09, HRLE is one of the largest departments of the provincial government.

### Legislative Authority

Legislative authority for the department's programs and services is provided by:

- *Income and Employment Support Act*
- *Support Orders Enforcement Act*, shared with the Department of Justice
- *Emergency Measures Act*, shared with the Department of Municipal Affairs

## 4.0 Mandate

The mandate of the Department of Human Resources, Labour and Employment is to support human resource and labour market development by providing leadership, coordination, programs and services in the following areas:

- employment and career services
- immigration and multiculturalism
- poverty reduction
- youth engagement
- support for persons with disabilities
- income support services
- emergency social services



## 5.0 Lines of Business

The Department of Human Resources, Labour and Employment has seven lines of business:

### 1. Labour Market Development

The department provides labour market development services, including:

- leadership and coordination of labour market partnerships, including co-management of the federal-provincial Labour Market Development Agreement
- research, analysis and monitoring of provincial and regional labour market trends and emerging issues and opportunities
- development and implementation of labour market and career information services and resources

### 2. Employment and Career Services

The department provides employment and career services to assist individuals in acquiring the necessary skills and experience to prepare for, find and keep employment, including:

- supports to persons with disabilities to prepare for, find and keep employment, and accommodate their unique circumstances
- career counselling and job search services
- employment supports, such as wage subsidies and short-term training

- financial assistance to employers offering on-the-job training and experience
- grants to community agencies offering employment services

### 3. Immigration and Multiculturalism

The department supports immigration and multiculturalism by:

- promoting the province as a desirable destination for prospective immigrants
- enhancing settlement and integration services
- delivering the Provincial Nominee Program, whereby the provincial government can nominate individuals to immigrate to the province
- coordinating immigration policy and program development among government departments and external agencies
- promoting multiculturalism initiatives

### 4. Youth Engagement

The department supports youth by:

- fostering leadership
- facilitating a voice for youth in policy and program development



## 5. Persons with Disabilities

The department acts as a focal point for government initiatives to support persons with disabilities, including:

- undertaking research
- developing policies and programs
- promoting inclusion in society
- collaborating and partnering with the disability community

## 6. Income Support Services

The department provides Income Support to people who meet designated criteria, including:

- financial assistance with daily living expenses, such as food, shelter, clothing, medical transportation and special needs
- earning supplements and other work supports for Income Support clients
- benefits for low-income families, including the Newfoundland and Labrador Child Benefit and the Mother-Baby Nutrition Supplement
- grants to designated external agencies for emergency shelter services
- assistance to secure spousal and child support in partnership with Family Justice Services
- advocacy, service coordination and referral

## 7. Emergency Social Services

The department provides emergency social services in partnership with community volunteer agencies, integrated health boards, municipalities, Fire and Emergency Services – NL and federal agencies. This response includes the provision of:

- food, clothing and shelter
- registration and inquiry
- personal services, including crisis intervention counselling and other psycho-social services



## 6.0 The People We Serve

The department works in cooperation with other provincial government departments and federal and municipal governments to serve:

### Individuals who

- are unemployed and underemployed
- are affected by industry adjustment
- are seeking to start a business
- are seeking to change jobs
- are high school students
- are students or graduates of post-secondary educational institutions
- are new or prospective immigrants
- are seeking spousal and child support
- require employment supports, career planning or labour market information
- require a supplement to earnings
- require support as a result of loss of income, disability, illness, homelessness, violence or disaster

### Employers who are seeking assistance with

- human resource planning
- recruitment and retention
- workplace supports, such as wage subsidies and financial assistance for workplace training

### Organizations and community groups that support

- human resource and labour market development, including labour, business, industry and non-profit sectors
- youth engagement
- immigration and multiculturalism
- poverty reduction
- persons with disabilities



## 7.0 Values and Service Commitments

Valuing people is the foundation of our department's work. As an employer, HRLE demonstrates leadership and achieves organizational success by adhering to the following values in all its interactions with employees and in the provision of services to the public:

### Respect and Diversity

We treat the public and our colleagues with fairness and consideration for their culture, personalities, backgrounds and beliefs and make the workplace a productive and healthy environment. We are committed to making the experience of dealing with government as congenial, satisfying and helpful as possible.

### Inclusion

We support clients and our colleagues to participate in the decisions that affect them. We are committed to dialogue and consultation with the public. Citizens have a right and a responsibility to participate in the social and economic life of their communities.

### Partnership

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

### Innovation

We are proactive and show initiative, finding new ways to enhance programs, deliver services and respond to challenges and opportunities.

### Transparency

We exercise openness and provide clearly stated information to clients, our colleagues and the general public related to the effective delivery of services.

## 8.0 Vision and Mission

### Vision

*Newfoundland and Labrador will have a diverse, prosperous population with a labour supply that meets the social and economic aspirations of the province.*

Continued improvement in the economy of Newfoundland and Labrador is opening up new opportunities in the labour market. During the next three years, the department will focus significant attention on helping people, especially disadvantaged groups, such as youth, persons with disabilities and those who are underemployed, take advantage of these opportunities by assisting them to prepare for and get jobs. In the current planning cycle, the department will enhance its supports and services with this outcome in mind. To complement this focus, the department will assist employers in attracting and retaining the employees they need to succeed in the new economy. Additional details on the challenges and opportunities faced by individuals and employers are provided in the next section. The mission supports all six of the strategic directions associated with the department.

### Mission

*By 2011 the Department of Human Resources, Labour and Employment will have enhanced supports and services to individuals to increase their participation in the labour market and to employers to ensure they have the human resources required to compete and contribute to a prosperous future for the province.*

### Performance Measure

Enhanced supports and services to individuals and employers

### Indicators

- Established additional career work centres
- Increased access to labour market information
- Established an international registry of Newfoundlanders and Labradorians
- Provided information on job vacancies in the province

## 9.0 Strategic Issues, Goals and Objectives

In consideration of Government's strategic directions and the mandate and financial resources of the department, the following areas have been identified as the key priorities of the minister for the next three years. The goals identified for each issue reflect the results expected in the three-year timeframe, while the objectives provide an annual focus. Measures and indicators are provided for both the goal and the first year's objective to assist both the department and the public in monitoring and evaluating success.

The goals and objectives in this plan will address three strategic issues:

- Recruitment and retention of workers
- Labour force participation
- Labour market information

*Between October and December 2007 alone, there were over 5,600 job vacancies posted in public ads for positions throughout all regions of the province and across most industries and occupations.*

### The Current Environment

The labour market landscape in Newfoundland and Labrador is changing dramatically. Conditions have clearly improved - in 2007, employment reached a 30-year high and the unemployment rate was the lowest recorded in over 25 years [Statistics Canada-Labour Force Survey]. These improvements are evident in many other areas as well. For example, wages have been increasing, Income Support and Employment Insurance caseloads have been decreasing, part-year work is declining and, between July and December 2007, the province experienced net in-migration of 1,739 people [Statistics Canada].

These trends largely reflect Newfoundland and Labrador's strong economic performance over the past several years, and they are expected to continue. Over the next decade, the economy is well poised for continued growth that will give rise to new job opportunities, especially in light of proposed major project developments on the immediate horizon. Depending on the timing and the number of projects that proceed, upwards of 9,000 new jobs may be created during peak construction periods [Department of

Education, 2007]. A significant number of job opportunities will also open up as the number of baby-boomers entering retirement increases. Canada is currently projecting that 70% of all job openings over the next 10 years will be due to this trend [Human Resources and Social Development Canada, 2007].

As shown in the preliminary results from HRLE's job vacancy monitor, these job openings are already emerging. Between October and December 2007 alone, there were over 5,600 job vacancies posted in public ads for positions throughout all regions of the province and across most industries and occupations. Despite this positive outlook, Newfoundland and Labrador, like other jurisdictions throughout Canada and other developed economies, now faces new challenges that pose a significant threat to continued economic and social growth. The primary challenge will be changing demographics, which is already leading to a declining

supply of workers to meet the demands of a growing economy. This challenge is further compounded by rapid workforce aging and increasing skills demands.

The department has identified goals and objectives for three strategic issues that will need to be addressed in order to ensure the province is prepared to meet the labour market challenges ahead and to maximize opportunities for continued economic and social development. These goals and objectives will help ensure:

- the future availability of workers needed to meet employers' demands,
- that all citizens are afforded the opportunity to find and secure meaningful work, achieve greater self-reliance and contribute to their community, and
- that individuals, students, parents, workers, employers, business sectors, educational institutions, policymakers and others have access to good information and supports to help them plan and make solid career, training and human resource decisions.



## Strategic Issue 1

### Recruitment and retention of workers

Recruiting workers to Newfoundland and Labrador and retaining them is a critical challenge for business, labour, communities and government. A shrinking workforce will likely lead to labour shortages that could hamper business expansion and investments. This could negatively affect the competitiveness of employers, which, in turn, may limit future employment opportunities. Furthermore, the labour supply challenge will likely affect this province earlier and to a greater extent than many other jurisdictions across Canada.

In most jurisdictions, growth of the labour supply has been slowing, and actual declines are projected at some point in the future. In contrast, Newfoundland and Labrador has already started to experience this decline. New labour market entrants from the youth population will be a key source of future workers. Accordingly, one of the aims of the new provincial youth retention and attraction strategy is to employ more youth. However, youth alone will not be able to meet future demands. In 1991 there were three young people (15-24 years) in the population for every potential retiree (55-64 years). Today that ratio is one-to-one, and by 2022 it is projected that there will be only one young person available to replace two potential retirees in the labour market [Statistics Canada].

*New labour market entrants from the youth population will be a key source of future workers.*

Although there have been recent signs of a slowdown in out-migration, the competition for workers from other jurisdictions will continue to grow. The department's new Immigration Strategy will help increase the number of newcomers to the province; however, every jurisdiction will also be competing for this same pool of workers.

Employers throughout the province will need to identify and implement strategies to effectively respond to these challenges, including competition with other employers in the province and outside. However, many of these employers, especially the vast majority of small- and medium-sized businesses, are limited in their access to the human resource supports and services they need to respond. The growing number of long-term job vacancies speaks to this concern. As cited in the recently released "Help Wanted" report from the Canadian Association of Independent Businesses, the long-term vacancy rate in Newfoundland and Labrador rose from 2.6% in 2006 to 5.1% in 2007.

A concerted effort is required to help ensure the future availability of workers needed to meet the needs of a growing economy in Newfoundland and Labrador. To that end, the department is increasing its focus on working with partners, including business, labour, community groups and other government departments, to recruit and retain workers.

Strategic Issue 1: Recruitment and Retention of Workers	
Goal 1:	<p><i>By 2011 the department will have implemented new and enhanced services to support the recruitment and retention of workers in Newfoundland and Labrador.</i></p> <p><b>Measure:</b> Implemented new and enhanced services</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Implemented services to assist with human resources planning and workplace supports</li> <li>• Implemented marketing initiatives to help recruit and retain workers</li> <li>• Implemented a youth retention and attraction strategy</li> <li>• Enhanced Provincial Nominee Program for prospective immigrants</li> <li>• Enhanced employment and career supports for current and prospective workers</li> </ul>
Objective 1	<p><i>By 2009 the department will have initiated the development of new services and enhanced existing services.</i></p> <p><b>Measure:</b> Initiated development of new services</p> <p><b>Indicators:</b></p> <ol style="list-style-type: none"> <li>1. Commenced development of international registry of Newfoundlanders and Labradorians</li> <li>2. Commenced development of youth retention and attraction strategy</li> <li>3. Commenced development of marketing campaign to assist in the attraction and retention of workers</li> </ol> <p><b>Measure:</b> Enhanced existing services and supports</p> <p><b>Indicators:</b></p> <ol style="list-style-type: none"> <li>4. Established two new categories for Provincial Nominee Program</li> <li>5. Increased the number of individuals nominated under Provincial Nominee Program</li> <li>6. Increased the number of career work centres from 8 to 14.</li> </ol>
Objective 2	<p><i>By 2010 the department will have continued to develop new services and enhance existing services.</i></p>
Objective 3	<p><i>By 2011 the department will have implemented new services and enhanced existing services.</i></p>



## Strategic Issue 2

### Labour force<sup>1</sup> participation

Increasing participation in the labour force among current and prospective workers will be critical to help ensure all individuals benefit from the emerging opportunities and to meet future labour demands of the provincial economy. Increasing self-reliance through employment is also critically important in fighting poverty.

Despite improving labour market conditions, compared to the rest of Canada, the province has the highest unemployment rate and the highest proportion of Income Support and Employment Insurance recipients [Statistics Canada]. A significant proportion of people do not participate in the labour market, and many others have only a marginal attachment to work.

These individuals represent a significant potential pool of labour to help address developing worker shortages and increasing labour demand. However, many continue to experience employment barriers and other barriers that limit their full participation, including persons with disabilities, Aboriginals, women, youth, older workers and immigrants. Even though the overall Income Support caseload

<sup>1</sup> Labour Force: the number of people aged 15 years and older who are either employed or looking for work. This does not include those who were unwilling or unable to work (persons in institutions, retirees, students, etc).

continues to decline, an increasing proportion of people remaining on Income Support require more focused support to be able to transition successfully to employment.

Increasing participation among these groups will require creative and sustained efforts to enable them to make a successful transition to work, investments in programs to enable low-income persons to access and make better connections to the labour market, and a better understanding of the current and future challenges and barriers they experience.

Increased access to workplace supports, especially those that promote the development of essential workplace skills, such as literacy, will also be critical to increase and maintain participation. Compared to the rest of Canada, Newfoundland and Labrador still has the lowest levels of education and literacy among its workforce, especially among older workers and rural workers. Furthermore, adult participation in formal workplace education programs is the lowest in Canada [International Adult Literacy and Life Skills Survey, Organization for Economic Cooperation and Development, 2007] [Statistics Canada Census of the Population 1990-2006]. Current and prospective workers will need to build and develop workplace skills throughout their working lives to remain adaptable and responsive to changing employer demands.

The department is firmly committed to working with business, labour and community partners to ensure that every citizen is afforded the opportunity to find and secure meaningful work, achieve greater self-reliance and contribute to their community.

**Strategic Issue 2: Labour Force Participation**

**Goal 2:** *By 2011 the department will have provided enhanced employment, career and workplace services to support labour force participation in Newfoundland and Labrador.*

**Measure:** Enhanced employment, career and workplace services

**Indicators:**

- Expanded existing supports
- Implemented new supports

**Objective 1** *By 2009 the department will have enhanced employment, career and workplace services.*

**Measure:** Enhanced employment, career and workplace services

**Indicators:**

1. Expanded the Employment Transitions Model
2. Expanded the Community Youth Network from 24 to 28 sites
3. Implemented Youth Connect pilot initiative
4. Implemented Targeted Older Workers initiative
5. Expanded training services and supported employment programs for persons with disabilities
6. Expanded incentives to make work pay
7. Negotiated a new federal-provincial labour market agreement

**Objective 2** *By 2010 the department will have initiated implementation of new employment, career and workplace services and enhanced existing services.*

**Objective 3** *By 2011 the department will have implemented new employment, career and workplace services and enhanced existing services.*

## Strategic Issue 3

### Labour market information (LMI)

Healthy labour market development in Newfoundland and Labrador will be critically dependent upon efficient matching between workers and employers. This will mean that:

- students, parents, workers and job-seekers must have access to high-quality information about current and future job opportunities, training requirements and the supports and services available to help them achieve their career goals,
- employers will need access to high-quality information about the current availability of workers, competitive trends, such as wage rates, and the supports and services available to assist them with their human resource needs, and
- policy makers will need access to high-quality information about current and future labour market trends, industry demands and potential gaps to guide public investments in labour market programming.

***All labour market decision-makers, at all levels, will need access to high-quality labour market information.***

Simply put, labour market decision-makers at all levels will need access to high-quality labour market information. This will help

ensure they collectively understand current trends, demands, gaps and needs. It will also help ensure all stakeholders are working together towards common directions needed to address current and emerging challenges and opportunities.

However, critical gaps in labour market information continue in this province, particularly at the regional level. There is a lack of reliable and detailed information about the current and future labour force and changing employer demands. An equally significant gap exists among labour market decision makers' use of existing labour market information, oftentimes because the available information is not provided in a manner that is relevant to their needs or is not easily accessible.

The department is committed to building on its strategic goal outlined in the 2006-08 HRLE strategic plan to increase access to labour market information and supports. The department is committed to working with business, labour, other government departments and other jurisdictions, including the federal government, to collect, gather and disseminate high-quality labour market information to help address current gaps related to future job opportunities, potential labour market needs and the benefits of working in Newfoundland and Labrador.

**Strategic Issue 3: Labour Market Information**

**Goal 3:** *By 2011 the department will have enhanced the quality of labour market information in Newfoundland and Labrador.*

**Measure:** Enhanced quality of labour market information

**Indicators:**

1. Increased availability of labour market information
2. Improved responsiveness to the needs of people using labour market information

**Objective 1** *By 2009 the department will have developed, implemented and expanded information products, tools and services to enhance the quality of labour market information.*

**Measure:** Developed, implemented and expanded information products, tools and services

**Indicators:**

1. Established new regional career information resource officer positions
2. Implemented promotional activities to increase awareness about labour market information products and services
3. Released results on job vacancies
4. Developed a provincial labour market survey

**Objective 2** *By 2010 the department will have continued to develop, implement and expand information products, tools and services to enhance the quality of labour market information.*

**Objective 3** *By 2011 the department will have enhanced the quality of labour market information.*

## 10.0 How to Reach Us

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.

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

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

1-888-632-4555;  
TTY: 1-877-292-4205

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

1-888-417-4753  
TTY: 1-888-445-8585

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

1-888-773-9311  
TTY: 1-866-443-4046

**Human Resources, Labour and Employment**  
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**St. John's, NL A1B 4J6**  
**Telephone: (709) 729-2480**

## Appendix

### Strategic Directions

Strategic directions are the articulation of desired physical, social or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by Government through Throne and Budget speeches, policy documents and other communiqués. The *Transparency and Accountability Act* requires departments and public bodies to take into account these strategic directions in the preparation of their performance-based plans. This action will facilitate the integration of

planning practices across Government and will ensure that all entities are moving forward on key commitments. The directions related to the Department of Human Resources, Labour and Employment are provided below. Each strategic direction is comprised of a number of components, or focus areas. These focus areas will be addressed through the various planning processes of the department. As indicated in the table below, some have been addressed in this strategic plan while others are addressed in the operational or work planning processes.

#### 1. Recruitment and Retention of Workers

**Outcome: Increased access to labour supply necessary to meet current and future labour demands**

Focus Areas: Systemic intervention in the areas of:

Components of Strategic Direction	Applicable to Other Entities Reporting to the Minister	This Direction is Addressed:		
		in the department's strategic plan	in the department's operational plan	in the branch/divisional work plans of the department
1. Youth attraction and retention		√		
2. Workplace supports		√		
3. Human resources supports		√		
4. Immigration and multiculturalism		√		
5. Labour market partnerships		√		

## 2. Labour Market Information

**Outcome:** *Better informed career, training and human resources choices*

Focus Areas: Systemic intervention in the areas of:

Components of Strategic Direction	Applicable to Other Entities Reporting to the Minister	This Direction is Addressed:		
		in the department's strategic plan	in the department's operational plan	in the branch/divisional work plans of the department
1. Research and data collection		√		
2. Dissemination of labour market information		√		
3. Access to labour market information tools, including an international registry		√		

### 3. Participation in the Workforce

**Outcome:** *Improved access to employment for marginalized workers*

Focus Areas: Systemic intervention in the areas of:

Components of Strategic Direction	Applicable to Other Entities Reporting to the Minister	This Direction is Addressed:		
		in the department's strategic plan	in the department's operational plan	in the branch/divisional work plans of the department
1. Career and employment supports		√		
2. Income support clients		√		
3. Youth at risk		√		
4. Persons with disabilities		√		
5. Older workers		√		
6. Immigrants		√		

### 4. Poverty Reduction

**Outcome:** *Enhanced self-reliance through the prevention, reduction and alleviation of poverty*

Focus Areas: Systemic intervention in the areas of:

Components of Strategic Direction	Applicable to Other Entities Reporting to the Minister	This Direction is Addressed:		
		in the department's strategic plan	in the department's operational plan	in the branch/divisional work plans of the department
1. Labour market attachment		√		
2. Social and financial supports				√
3. Social housing	√			



## 5. Youth

**Outcome:** *Enhanced youth engagement.*

Focus Areas: Systemic intervention in the areas of:

Components of Strategic Direction	Applicable to Other Entities Reporting to the Minister	This Direction is Addressed:		
		in the department's strategic plan	in the department's operational plan	in the branch/divisional work plans of the department
1. Leadership development	√			√
2. Policy development	√			√
3. Community participation	√			√

## 6. Persons with Disabilities

**Outcome:** *Enhanced inclusion of persons with disabilities in all aspects of society*

Focus Areas: Systemic intervention in the areas of:

Components of Strategic Direction	Applicable to Other Entities Reporting to the Minister	This Direction is Addressed:		
		in the department's strategic plan	in the department's operational plan	in the branch/divisional work plans of the department
1. Labour market attachment		√		
2. Education and training				√
3. Social and financial supports				√
4. Disability supports				√
5. Accessibility			√	√





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