A Roadmap for Apprenticeship Renewal
Part of the Workforce Development Action Plan of the Population Growth Strategy
A Roadmap for Apprenticeship Renewal

Part of the Workforce Development Action Plan of the Population Growth Strategy
Message from the Premier

As Premier of Newfoundland and Labrador, it is my pleasure to present Train Here: A Roadmap for Apprenticeship Renewal.

This document presents a roadmap for the future of the apprenticeship system in our province and outlines a strategic path forward to help ensure employers and individuals continue to take full advantage of the opportunities that our beautiful province has to offer.

In collaboration with our academic and industry partners, our apprenticeship system continues to achieve many great successes. We have substantially increased the number of registered apprentices and journeyperson certificates issued. We have one of the best apprenticeship ratios in the country at 2:1 or 3:1 if one of the apprentices is in their fourth year of training. We also are continually finding new partners in the area of skilled trades, which is key in helping to ensure that individual and industry needs are met.

Train Here was developed based on input we have received from industry, employers and individuals in the skilled trades throughout Newfoundland and Labrador. We continue to listen to the ideas and concerns of those involved in the area of apprenticeship in order to ensure that our province’s apprenticeship system is responsive and reflective of what we are hearing.

Seeking new partners, finding new ways to do business and being innovative in meeting the needs of our citizens crucial to Train Here, as well as our Population Growth Strategy.

Newfoundland and Labrador has a diverse economy full of opportunities, a skilled and educated population, welcoming communities, and a picturesque lifestyle that is the envy of many. Through Train Here we have endeavoured to lay out a clear vision for those involved in skilled trades which will showcase our province.

Honourable Paul Davis
Premier of Newfoundland and Labrador
Message from the Minister

As Minister of Advanced Education and Skills, I am pleased to present *Train Here: A Roadmap for Apprenticeship Renewal*. This document reflects the efforts of staff within the department to renew the apprenticeship system. As part of its mandate, the Department of Advanced Education and Skills strives to ensure skilled workers are prepared to succeed in the labour force and support the growth of our provincial economy. To assist these individuals, *Train Here* paves a new path for the apprenticeship system in Newfoundland and Labrador, one that will help enhance the journey for both individuals and employers.

*Train Here* outlines a new vision for skilled trades in Newfoundland and Labrador, which includes eight key steps, such as improving labour mobility for apprentices, and simplifying the apprenticeship process. Taken together, these steps will help streamline the apprenticeship process, increase the flexibility of the system, and enable new ways to engage youth in the skilled trades.

Since 2007 we have seen a 94 per cent increase in the number of registered apprentices and 122 per cent increase in the number of journeyperson certificates issued annually. We want to continue building upon this success through *Train Here* in order to help ensure individuals employed in the skilled trades in our province are able to find employment opportunities, and major project owners are able to secure the right people with the right skills.

The efforts outlined in *Train Here* support the Provincial Government’s *Population Growth Strategy* in its initiatives to ensure our province has a skilled and educated population. A central focus of this government is to ensure Newfoundlanders and Labradorians find meaningful employment so they can study, work and raise a family right here in Newfoundland and Labrador.

Honourable Clyde Jackman  
Minister of Advanced Education and Skills
Constructing a Bright Future

Skilled tradespeople have been at the heart of Newfoundland and Labrador’s economic prosperity in recent years. Journeypersons and apprentices work in many sectors of the economy, including manufacturing, healthcare, energy, and hospitality. Every day Newfoundlanders and Labradorians are touched by the work of a skilled tradesperson – in their homes, cars, places of employment, and as they undertake their daily activities in communities throughout the province.

The Population Growth Strategy and its Workforce Development Action Plan set out a number of commitments to support post-secondary education, training and key sectors of the economy. Apprenticeship renewal is a key component of this approach.

The efforts outlined in Train Here support the Population Growth Strategy’s actions to ensure Newfoundland and Labrador has a skilled and educated population, and to advance the objective of youth retention and attraction.

Enhancing our Approach

Train Here: A Roadmap for Apprenticeship Renewal outlines a renewed vision for skilled trades in Newfoundland and Labrador. This roadmap sets the province on course to ensure individuals employed in the trades throughout Newfoundland and Labrador are able to continue to find employment opportunities, and major project owners are able to continue to secure the right people with the right skills as our economy approaches a second peak in employment demand towards the end of this decade.

**Fig. 1 What is an apprenticeship?**

**Apprenticeship** NOUN

Apprenticeship is an industry-based program whereby an individual and an employer establish an agreement that involves the individual gaining the experience needed to advance in their occupation, and the employer gaining a skilled employee.

During an apprenticeship, the individual rotates blocks of on-the-job experience with in-school skills training. Once all the requirements of an apprenticeship have been met, the individual has the opportunity to write an examination to achieve journeyperson certification. Becoming a journeyperson is typically a four-year process.

Prior to becoming an apprentice, individuals often take a nine-month pre-employment course in his/her select trade, which is designed to provide introductory in-school training.

**What is an apprenticeship?**

**Apprenticeship** NOUN

Apprenticeship is an industry-based program whereby an individual and an employer establish an agreement that involves the individual gaining the experience needed to advance in their occupation, and the employer gaining a skilled employee.

During an apprenticeship, the individual rotates blocks of on-the-job experience with in-school skills training. Once all the requirements of an apprenticeship have been met, the individual has the opportunity to write an examination to achieve journeyperson certification. Becoming a journeyperson is typically a four-year process.

Prior to becoming an apprentice, individuals often take a nine-month pre-employment course in his/her select trade, which is designed to provide introductory in-school training.
The Government of Newfoundland and Labrador recognizes under this approach that the needs and requirements of the skilled trades vary by occupation. Train Here is designed to ensure government’s approaches are relevant and responsive to each specific trade in Newfoundland and Labrador.

In 2007, the Provincial Government made supporting the skilled trades a priority under the Skills Task Force, in an effort to prepare for peak construction demand on major projects that have driven the provincial economy in recent years.

The approach set out in 2007 has achieved many successes:

- a 94 per cent increase in the number of registered apprentices; and
- a 122 per cent increase annually in the number of journeyperson certificates issued.

Newfoundland and Labrador’s apprenticeship ratio is one of the best in the country at 2:1 or 3:1 if one of the apprentices is in their fourth year of training. This flexibility has been identified by employers as a leading practice in Canada.

More recently, the Provincial Government has achieved additional strides by finding new partners in the area of skilled trades.

In 2012, Newfoundland and Labrador entered into an unprecedented partnership with the Atlantic Provinces to harmonize apprenticeship systems across these four provinces. Harmonization will help make it easier for apprentices to gain access to the training and work experience needed to reach journeyperson status. This partnership is the envy of the country.

In 2014, Newfoundland and Labrador achieved a historic first for the skilled trades in this province. The Provincial Government successfully negotiated firm commitments to hire a minimum number of apprentices on all phases of Alderon’s Kami Project under the Industrial and Employment Benefits Agreement.

Seeking new partners, finding ways to do business differently and being innovative in meeting the needs of citizens is crucial to Train Here, and the Population Growth Strategy.
Increased funding in apprenticeship programming has resulted in a 94 per cent increase in the number of registered apprentices and a 122 per cent increase in the number of journeyperson certificates issued annually.

As the province’s economy evolves, so must the supports provided to apprentices and skilled tradespeople in Newfoundland and Labrador. This will help to ensure that the provincial approach is responsive to the needs of both individuals and industry, as well as reflective of the demands of the overall economy.

An Industry-Driven Approach

The Government of Newfoundland and Labrador has repeatedly consulted with stakeholders to ensure the province’s apprenticeship system continues to respond to industry needs. This roadmap to apprenticeship renewal was developed based on input from industry and employers, and the input government hears every day from individuals working in or aiming to work in the skilled trades in Newfoundland and Labrador.

The Provincial Government has held a series of apprenticeship forums titled “Apprenticeship, Challenges and Opportunities” to engage apprenticeship stakeholders, including industry employers, post-secondary training institutions, pre-apprentices, apprentices and journeypersons who have supported and contributed to the advancement of apprenticeship in Newfoundland and Labrador.

During summer 2015, the Government of Newfoundland and Labrador will be taking to the road and visiting communities to talk to individuals, employers and other stakeholders about the labour market and demographics. Train Here will be one of the key topics of discussion at these Workforce Development Roundtables, and government will engage Provincial Trade Advisory Committees in this consultation process.
Foundation for Renewal

Partnership is one of the key principles of the Population Growth Strategy. This key principle extends into the Provincial Government’s approach to apprenticeship and the skilled trades.

As noted previously, Atlantic Premiers signed a Memorandum of Understanding (MOU) on Atlantic Apprenticeship Harmonization in 2014 to enhance consistency across the skilled trades. Ultimately, this MOU will see the harmonization of 10 skilled trades by 2017.

This harmonization will result in common in-school and work-placed learning requirements for bricklayer, cook, carpenter, construction electrician, industrial electrician, welder, metal fabricator, industrial and control technician, plumber, and steamfitter-pipefitter. Once completed, more than 60 per cent of apprentices in the four Atlantic Provinces will be part of a harmonized trade.

Essentially, this means it is easier for apprentices to move across Atlantic Provinces to gain the workplace experience needed to reach journeyperson status. The approach set forward by Atlantic Premiers is flexible in order to allow individuals to remain living in their home province while they temporarily work in another one of these provinces.

While many people in the skilled trades work in occupations or sectors not impacted by the cyclical nature of commodity prices, supporting apprenticeship mobility acts like an insurance policy for the employment of skilled tradespeople. For individuals who work in positions that tend to be project-based and mobile, apprenticeship harmonization affords them greater flexibility to find employers that can provide them with the work experience needed to gain journeyperson status.
Fig. 7 Effects of harmonization

The harmonization of 10 trades will have a positive impact on more than 60% of apprentices in Atlantic Canada.

This harmonization approach also provides greater certainty to employers and project operators in Newfoundland and Labrador, as it helps ensure a stable supply of labour for businesses and employers of all sizes.

Steps to Renewal

Achieving this new vision for skilled trades in Newfoundland and Labrador entails eight key steps. Taken together, these steps streamline the apprenticeship process, increase the flexibility of the system, and enable new ways to engage youth in the skilled trades.

Each of the steps deliver on the Provincial Government’s commitments under the Population Growth Strategy to:

- Test alternative approaches for apprentices and journeypersons in select trades, whereby apprentices and journeypersons can complete their training and reduce the amount of time they are required to be laid off; and,

- Pursue further apprenticeship harmonization to improve the labour mobility of apprentices and increase completion rates.

Train Here also supports the Provincial Government’s commitment to enhance the Prior Learning Assessment and Recognition policy and process in Newfoundland and Labrador, as outlined in the Workforce Development Action Plan.

The eight steps on the road to apprenticeship renewal include:

1. Improve Labour Mobility for Apprentices

The next step in apprenticeship harmonization is developing an Atlantic approach to apprenticeship mobility that enables apprentices of all trades to work in another Atlantic province while gaining the work hours needed to fulfill their requirements for journeyperson status.

The Government of Newfoundland and Labrador will also seek partnerships with other provinces and territories to provide skilled trades workers in this province with the maximum employment opportunities possible, while maintaining their base in Newfoundland and Labrador.
The ultimate goal is to develop a national apprenticeship system, in which an apprentice’s training is recognized across Canada. Achieving this goal will enable apprentices to have the opportunity to avail of employment in any jurisdiction throughout the country so their skills and hours will count towards journeyperson certification.

Apprentice mobility agreements enable local industries to meet their labour demands while greatly expanding the region in which local apprentices can work.

2. Improving Log Books

After completing nine months of in-school training in a skilled trade, a college graduate must then find an employer who is willing to hire them as an apprentice. The Department of Advanced Education and Skills has Employment Centres throughout the province where Career Development Specialists are available to help match new graduates with an employer.

Once an employer has been secured, the individual registers as an apprentice with the Government of Newfoundland and Labrador. Upon registration, apprentices are issued a logbook to record hours and skills required for journeyperson certification.

As identified at the Provincial Apprenticeship Forum, “Apprenticeship, Challenges and Opportunities”, apprentices indicated a need to access logbooks at the onset of employment to ensure initial skills and hours are captured. The Government of Newfoundland and Labrador has developed an Apprenticeship Handbook that will be available to all individuals who complete a pre-employment program.

Modern-day labour mobility means that apprentices can live in one community, work in another, and study in yet another.

Photo courtesy of the Department of Advanced Education and Skills

Fig. 9 Apprenticeship mobility
This handbook includes:

- Information on requirements to register as an apprentice;
- Requirements for participating in apprenticeship training;
- An interim logbook to capture initial skills and hours while waiting for the official logbook; and
- Information on the department’s employment centres located across the province with services to assist individuals in obtaining a job in the skilled trades.

3. Improving Pre-Apprenticeship Experiences

The Government of Newfoundland and Labrador is presently tracking pre-apprentices from the time they complete an entry-level skilled trades program at a provincial post-secondary training institution to the time they register as an apprentice.

Pre-apprentices complete a Declaration of Consent, which provides permission to forward their program information to the Provincial Government. This declaration gives provincial officials the permission to contact and advise the pre-apprentice of opportunities to participate in future apprenticeship skilled trade initiatives such as forums, events and future surveys.
Work is underway to complete a systems upgrade to formally track pre-apprentices. This upgrade will assist the Department of Advanced Education and Skills to:

- Provide early contact with prospective apprentices;
- Provide data regarding the number of pre-apprentices by trade, by region and by private or public post-secondary;
- Provide data regarding reasons some pre-apprentices may choose not to continue apprenticeship training in their chosen trade; and,
- Result in a method to contact pre-apprentices regarding upcoming apprentice related activities, forums, events and future surveys.

4. Simplify the Apprenticeship Process

In 2015, it is evident that the world is increasingly digitized and people want to be able to access government services from the comfort of their own home. Enhancing Government of Newfoundland and Labrador online service-delivery is a commitment of the Population Growth Strategy’s Families Action Plan.

This commitment extends into apprenticeship as well.

Immediately, individuals will be able to apply to register as an apprentice directly online, in addition to the current methods of application – fax, mail, and drop-off at a local office. Individuals will be able to fill out an initial apprenticeship application, a change of employer application or a renewal application online.

This modernized online application process will be complemented by a new approach to screening applications in order to ensure the application has been completed properly and that applications are processed in a timely manner.

In addition, the Government of Newfoundland and Labrador will improve the apprenticeship transcript process. Presently, apprentices are required to obtain a copy of their transcript upon completion of each block of training and then provide to government to update their apprenticeship file. The Provincial Government is finalizing partnerships with training institutions to remove this particular requirement from apprentices. Going forward, with the consent of the apprentice, block training transcripts will be forwarded directly to government for automatic updating.

Fig. 12 The Government Hiring Apprentices Program

Introduced in 2006, the Government Hiring Apprentices Program provides employment opportunities for skilled trades apprentices in the public sector. This program works by allowing various government departments and agencies to hire more apprentices through reimbursement of payroll.

Fig. 13 Hourly wages for skilled trade workers in Newfoundland and Labrador, 2004 to 2014

<table>
<thead>
<tr>
<th>Year</th>
<th>Newfoundland and Labrador</th>
<th>Canada</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>$15.52 67.2%</td>
<td>$18.43 32.9%</td>
</tr>
<tr>
<td>2014</td>
<td>$25.95</td>
<td>$24.49</td>
</tr>
</tbody>
</table>
Furthermore, with permission, the Provincial Government will forward verification of successful completion of block training directly to employers to assist apprentices in receiving pay increases immediately upon successful completion of block training. The goal is to have a formal process in place with training institutions for fall 2015 enrollment.

5. Test Alternative Approaches to Block Training

Within the skilled trades’ education system, there are a range of training options. These include: block training, post-journey specialized training, and refresher courses. Each of these types of training will be enhanced as part of Train Here.

Block Training: One of the perennial complaints of the apprenticeship system is that an apprentice has to be laid off to participate in block training. These concerns have been heard and Train Here outlines the path forward to a new approach.

The requirement for a layoff is a result of historic linkage between apprenticeships in Canada and Federal Government requirements for training funding under the Employment Insurance system.

In 2014, the Federal Government asked provinces and territories, as well as educational and training institutions to push those historic boundaries, and find new and innovative ways to deliver block training. Newfoundland and Labrador welcomes this greater federal flexibility with open arms.
Employers and industry groups have been clear – the existing system impacts operational requirements at the worksite. Apprentices have also identified difficulty with participating in the traditional block training model, as it results in reduced wages and may require travel to another part of the province to access training.

The Government of Newfoundland and Labrador will work in collaboration with Provincial Trade Advisory Committees and other industry representatives to develop alternative approaches to existing block training. Online and blended learning (a combination of online and hands-on learning) models stand out as key alternatives to the traditional approach. This new approach will help enable the apprentice to reduce their time away from their job and their families.

As part of the Provincial Government’s Workforce Development Roundtables, focus groups will be held with industry representatives. These focus groups will assist Government in determining the most relevant trades and associated training formats under this approach.

Subsequent to this, the Government of Newfoundland and Labrador will call on training institutions to design the alternative training models based on information provided from the focus groups and the new models will be piloted.
Industry stakeholders will be included in all aspects of the pilot project including the design, delivery and evaluation of the project. This will result in ensuring the new approaches are relevant and responsive to the specific trade.

Post-Journey Specialized Training: Once an individual becomes a journeyperson, the Provincial Government supports them, in collaboration with training institutions and employers, to deliver specialized training related to upcoming capital projects. This approach is under review, and a new model is being considered.

A full review of the Post-Journey Specialized Training program is being conducted, including a review of the current application, assessment, approval and funding approach. A new model being considered may include direct funding to training institutions to deliver post-journey specialized training. Transferring to a contract with both public and private training institutions, as opposed to the current reimbursement approach per student, ensures that training is offered at a time that is suitable for both employers and post-journeypersons.

The goal is to pilot alternative approaches to Post-Journey Specialized Training in the next 12 months.

Refresher Courses: Apprentices and Trade Qualifiers (TQs) are required to complete refresher courses if unsuccessful in passing block or Red Seal exams. This requires individuals to be laid off and attend the whole block training again, which could be up to eight weeks in duration.
A proposed alternative approach includes the development of an online delivery model consisting of modularized courses. Moving to modularized programming allows apprentices and Trade Qualifiers to only complete courses in areas of deficiency identified through the previous exam and will no longer require being away from work for eight weeks.

Recognition of Prior Learning: Recognition of Prior Learning is the process of receiving credit for learning acquired through previous experiences or other formal training. This process enables apprentices or Trade Qualifiers to demonstrate their skills and receive credit towards an apprenticeship program.

A review of the existing process will be conducted with the goal of streamlining and accelerating required assessments.

6. Improve Red Seal Examination Completion Rates

Every year, the Apprenticeship and Trades Certification Division administers approximately 1,500 block exams. To assist students with learning barriers in the successful completion of a block exam, accommodations can be provided. An exam accommodation consists of supports required to assist the particular needs of an apprenticeship student with a documented learning barrier without compromising the integrity of the exam.
Existing supports include, extended exam writing time (up to a maximum of twice the allotted time – six hours), oral readers and provision of a quiet room or space. Presently, these services are offered through the Department of Advanced Education and Skills.

The demand for exam accommodations continues to increase, and to ensure these supports are accessed in a timely manner, the Department of Advanced Education and Skills is reviewing a partnership with College of the North Atlantic through their Disability Services program.

Exam accommodation services available through College of the North Atlantic include test/exam accommodations, readers, computer/adaptive technology, assistive devices or auxiliary aids, oral or sign language interpreters, and wheelchair desk/preferential seating location.

The Apprenticeship and Trades Certification Division is also working to ensure that apprenticeship students are aware of the supports available at the time of registering for training.

The results will assist in developing processes with all training institutions to enhance apprenticeship student’s exam accommodation requirements.

7. Engage Youth in Apprenticeship

The Youth Apprenticeship Program is a pilot program for high school students ages 16-19 years old. Students of this program gain paid
work experience in a skilled trade and receive credit towards their first year post-secondary apprenticeship training. Students also earn a seat in their chosen trade at College of the North Atlantic. The Department of Advanced Education and Skills has worked in partnership with the Department of Education and Early Childhood Development in the oversight and administration of this pilot program throughout the province’s high school system.

Based on feedback obtained through a review of the pilot program, the Youth Apprenticeship Program will transfer to a regular program administered jointly between the Departments of Advanced Education and Skills and Education and Early Childhood Development. To support Newfoundland and Labrador’s youth transition to skilled trade related employment, as well as to fill vacancies associated with an aging population and retirements in the skilled trades, the Department of Advanced Education and Skills is proposing the following enhancements to this program:

- The addition of a wage subsidy/grant component to assist students with acquiring skilled trades employment;

- A $50 start-up allowance to assist with any personal protective equipment required for apprenticeship employment; and

- An exemption of up to seven courses completed at the high school level that are also part of the skilled trades pre-employment program through a dual credit matrix.

The new Youth Apprenticeship Program is scheduled to be officially launched at the start of the school year in fall 2015.

---

**Fig. 24 Top 15 most frequently posted jobs for apprenticable trades, January to May, 2015**

<table>
<thead>
<tr>
<th>Rank</th>
<th>Job Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>443</td>
<td>Cooks</td>
</tr>
<tr>
<td>152</td>
<td>Heavy Equipment Operators</td>
</tr>
<tr>
<td>146</td>
<td>Automotive Service Technicians, Truck and Bus Mechanics and Mechanical Repairers</td>
</tr>
<tr>
<td>116</td>
<td>Heavy-Duty Equipment Mechanics</td>
</tr>
<tr>
<td>91</td>
<td>Carpenters</td>
</tr>
<tr>
<td>76</td>
<td>Chefs</td>
</tr>
<tr>
<td>49</td>
<td>Construction Millwrights and Industrial Mechanics</td>
</tr>
<tr>
<td>49</td>
<td>Motor Vehicle Body Repairers</td>
</tr>
<tr>
<td>42</td>
<td>Industrial Electricians</td>
</tr>
<tr>
<td>39</td>
<td>Hairstylists and Barbers</td>
</tr>
<tr>
<td>39</td>
<td>Electricians</td>
</tr>
<tr>
<td>34</td>
<td>Welders and Related Machine Operators</td>
</tr>
<tr>
<td>32</td>
<td>Small Engine and Equipment Mechanics</td>
</tr>
<tr>
<td>31</td>
<td>Landscape and Horticulture Technicians and Specialists</td>
</tr>
<tr>
<td>29</td>
<td>Stationary Engineers and Auxiliary Equipment Operators</td>
</tr>
</tbody>
</table>
8. Employer Apprenticeship Grant

The Employer Apprenticeship Grant program will assist under-employed and unemployed apprentices in the skilled trades, by providing a financial grant to Newfoundland and Labrador based employers to participate in this apprenticeship program.

The program will provide apprentices with the opportunity to gain targeted work experience throughout all levels of this apprenticeship program, permitting them to qualify for journeyperson certification. It will assist in addressing the challenge of finding an employer, as more students and more employers will be able to avail of the grant.

Improving Apprenticeship in Newfoundland and Labrador

Apprentices are a fundamental part of the economic future in Newfoundland and Labrador. Therefore, the Provincial Government will continue to proactively engage employers, apprentices, all levels of government, industry, the education system, and the general public through apprenticeship forums and other consultations.

The apprenticeship renewal initiatives, outlined in Train Here, will help provide stakeholders with more opportunities to guide innovative approaches that will ultimately enhance apprenticeship for both employers and apprentices. This roadmap will not only help with the potential success and growth of businesses, it will also help apprentices begin and further their careers in a skilled trade right here at home.
Data sources for graphics

Fig. 2 Program Requirements, Department of Advanced Education and Skills.
Fig. 3 Program Requirements, Department of Advanced Education and Skills.
Fig. 4 Administrative Data, Department of Advanced Education and Skills.
Fig. 5 Administrative Data, Department of Advanced Education and Skills.
Fig. 6 Atlantic Workforce Partnership Work Plan.
Fig. 7 Atlantic Workforce Partnership Work Plan.
Fig. 10 Program Requirements, Department of Advanced Education and Skills.
Fig. 11 Job Vacancy Monitor 2014, Department of Advanced Education and Skills.
Fig. 13 Labour Force Survey, Statistics Canada.
Fig. 14 Administrative Data, Department of Advanced Education and Skills.
Fig. 15 Administrative Data, Department of Advanced Education and Skills.
Fig. 16 Administrative Data, Department of Advanced Education and Skills.
Fig. 17 Administrative Data, Department of Advanced Education and Skills.
Fig. 18 Average Weekly Wages, Survey of Employment, Payrolls and Hours, Statistics Canada.
Fig. 20 Labour Force Survey, Statistics Canada.
Fig. 23 Job Vacancy Monitor 2014, Department of Advanced Education and Skills.
Fig. 24 Job Vacancy Monitor, Department of Advanced Education and Skills.
Fig. 25 Administrative Data, Department of Advanced Education and Skills.