

BUDGET 2022

**Supplement to
the Estimates of
Expenditure**

**Budget
complémentaire**

2022/23

Manitoba Advanced Education,
Skills and Immigration

Éducation postsecondaire, Développement
des compétences et Immigration Manitoba

Manitoba 

Indigenous Land Acknowledgement

We recognize that Manitoba is on the Treaty Territories and ancestral lands of the Anishinaabeg, Anishinewuk, Dakota Oyate, Denesuline and Nehethowuk peoples.

We acknowledge Manitoba is located on the Homeland of the Red River Métis.

We acknowledge northern Manitoba includes lands that were and are the ancestral lands of the Inuit.

We respect the spirit and intent of Treaties and Treaty Making and remain committed to working in partnership with First Nations, Inuit and Métis people in the spirit of truth, reconciliation and collaboration.

Reconnaissance du territoire

Nous reconnaissons que le Manitoba se trouve sur les territoires visés par un traité et sur les territoires ancestraux des peuples anishinabé, anishinewuk, dakota oyate, denesuline et nehethowuk.

Nous reconnaissons que le Manitoba se trouve sur le territoire des Métis de la rivière Rouge.

Nous reconnaissons que le nord du Manitoba comprend des terres qui étaient et sont toujours les terres ancestrales des Inuits.

Nous respectons l'esprit et l'objectif des traités et de la conclusion de ces derniers. Nous restons déterminés à travailler en partenariat avec les Premières Nations, les Inuits et les Métis dans un esprit de vérité, de réconciliation et de collaboration.

Advanced Education, Skills and Immigration

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**Supplement
to the Estimates
of Expenditure
2022/23**

**Budget
complémentaire
2022-2023**

**Advanced Education,
Skills and Immigration** **Éducation
postsecondaire,
Développement des
compétences et
Immigration**

Ministerial Message

I am pleased to provide the 2022/23 Advanced Education, Skills and Immigration Supplement to the Estimates of Expenditure. As the Minister responsible for Advanced Education, Skills and Immigration, I am accountable for the basis on which the Supplement to the Estimates of Expenditure is prepared and for achieving the specific objectives listed in this document.

I am proud to lead a team of professionals who continue to work together to ensure our province achieves the stable financial status and positive outlook that will benefit all Manitobans. The performance results of our business plans contained in this document will be included in the department's Annual Report.

Advanced Education, Skills and Immigration continues to adapt and drive our vision for a skilled and talented Manitoba. Through our collaborative approach with our post-secondary, industry, Indigenous and immigration partners, we will build a better Manitoba.

The pandemic has changed our world and economy in ways that we could not have imagined. Our Skills, Talent and Knowledge Strategy is foundational for helping Manitoba move forward, providing a roadmap to economic recovery. The strategy focuses on ensuring we have people with the right skills at the right time, to quickly rebound from the pandemic and support economic resilience and growth.

Attracting and retaining skilled workers, business investors and international students, while also ensuring newcomers can work in their regulated profession is a key theme in the Skills, Talent and Knowledge Strategy and a core focus for our department. We have established a new Immigration Advisory Council, which will serve as an expert panel to recommend improvements to strengthen our Immigration programs, building on the success of our Manitoba Provincial Nominee Program to help address skills shortages and bring in international talent and investment. This includes fostering Manitoba's settlement and integration programs and services, as well as foreign credential recognition programs, to encourage labour market attachment, improve foreign credential recognition and bolster immigrant retention. We will also continue to advocate with the federal government to expand our annual immigration levels, with the aim of welcoming more new Manitobans to contribute to the growth and prosperity of our Province.

Russia's unprovoked attack on Ukraine is tragic, and our government condemns the events taking place right now. The department will continue to work closely with Immigration, Refugees and Citizenship Canada to implement enhanced measures for Ukrainian citizens that will facilitate the movement of Ukrainians who want to leave their country temporarily or permanently. We stand by our federal partners as we develop complementary local strategies to deal with these serious situations. As part of our support for people from Ukraine, Manitoba has waived the \$500 Manitoba Provincial Nominee Program application fee for citizens applying from Ukraine, and these applications are then prioritized. A Deputy Minister Steering Committee and operational Task Force have been established to undertake initial planning and coordination as government continues to develop its response to the evolving humanitarian crisis in and around Ukraine.

The department will continue to collaborate with post-secondary institutions, business and industry stakeholders to facilitate a nimble and relevant post-secondary and skills training system that designs, delivers, and adapts programs to equip students with the range of skills and experiences needed to succeed in Manitoba's labour market. This includes moving forward with our commitment to increase nursing training seats from our initial step of 259 to the target of 400, to increase the supply of nurses into the Manitoba workforce. We will work collaboratively to advance a modern apprenticeship system and, through on-going engagement with stakeholders, build on post-secondary accountability to encourage stronger outcomes for students while addressing the recommendations included in the Auditor-General's independent audit report, "Audit of the Oversight of Post-Secondary Institutions".

Facilitating access to higher education for all students in Manitoba remains a priority. Scholarships and bursaries allow more students to access and complete post-secondary education. The Manitoba Scholarship and Bursary Initiative and Manitoba Bursary program provide financial support, leveraging partnerships with the private sector, to support students achieve positive outcomes. Our support to adult learning and literacy programs also helps Manitobans pursue education pathways to develop the skills needed to participate fully in the community and contribute to our growing economy. We will continue to work in partnership with Indigenous communities and stakeholders to advance post-secondary outcomes and provide full opportunities for Indigenous students to participate in and successfully complete post-secondary education and training.

As we move forward with our post-pandemic recovery, we remain committed to listening to our stakeholders to ensure we are creating opportunities to build the skills and talent needed for a strong economy and a brighter, more prosperous future for all Manitobans.

original signed by

Honourable Jon Reyes
Minister of Advanced Education, Skills and Immigration

Message ministériel

J'ai le plaisir de présenter le budget complémentaire 2022-2023 du ministère de l'Éducation postsecondaire, du Développement des compétences et de l'Immigration du Manitoba. En tant que ministre de l'Éducation postsecondaire, du Développement des compétences et de l'Immigration, j'assume une responsabilité quant aux fondements sur lesquels repose l'établissement du budget complémentaire et à l'atteinte des objectifs énumérés dans ce document.

C'est avec fierté que je dirige une équipe de professionnels qui continuent de travailler ensemble pour que notre province parvienne à une situation financière stable et à des perspectives positives dont profitera toute la population du Manitoba. Les résultats en matière de rendement de nos plans d'activités dont fait état le présent document seront présentés dans le rapport annuel du ministère.

Le ministère de l'Éducation postsecondaire, du Développement des compétences et de l'Immigration continue d'adapter et d'orienter notre vision d'une province qui accueille une main-d'œuvre qualifiée et talentueuse. Grâce à notre approche concertée avec nos partenaires issus du milieu de l'enseignement postsecondaire, de l'industrie, des communautés autochtones et du secteur de l'immigration, nous bâtissons un meilleur Manitoba.

La pandémie a transformé notre monde et notre économie d'une manière que nous n'aurions jamais pu imaginer. Notre Stratégie relative aux compétences, au talent et aux connaissances nous donne une feuille de route pour la reprise économique. Elle jouera donc un rôle fondamental en aidant le Manitoba à aller de l'avant. La stratégie nous permettra notamment de nous assurer que nous disposons des bonnes compétences au bon moment afin de nous remettre rapidement de la pandémie et de soutenir la résilience et la croissance de notre économie.

Parmi les thèmes clés de cette stratégie figurent l'attraction et la rétention des travailleurs qualifiés, des investisseurs du milieu des affaires et des étudiants étrangers, ainsi que la prise de mesures afin de permettre aux nouveaux arrivants d'exercer leur profession réglementée. Ces thèmes sont également des priorités centrales pour notre ministère. Nous avons mis sur pied un nouveau conseil consultatif de l'immigration. Ce groupe d'experts recommandera des améliorations pour renforcer nos programmes d'immigration. Pour ce faire, il s'appuiera sur le succès de notre programme Candidats du Manitoba pour répondre aux pénuries de compétences et attirer des talents et des investissements de l'étranger. Nous devons notamment promouvoir les programmes et services d'établissement et d'intégration du Manitoba ainsi que les programmes de reconnaissance des titres de compétence étrangers afin de favoriser la participation au marché du travail, d'améliorer la reconnaissance des diplômes obtenus dans d'autres pays et d'accroître la rétention des immigrants. Nous continuerons également de militer auprès du gouvernement fédéral pour demander une augmentation de nos seuils annuels d'immigration. Nous souhaitons ainsi accueillir encore plus de nouveaux citoyens et citoyennes du Manitoba qui pourront contribuer à la croissance et à la prospérité de notre province.

L'attaque injustifiée que la Russie a récemment lancée contre l'Ukraine est un événement tragique que notre gouvernement condamne fermement. Le ministère continuera de travailler en étroite collaboration avec Immigration, Réfugiés et Citoyenneté Canada afin d'améliorer les mesures d'aide aux citoyens ukrainiens qui souhaitent quitter leur pays de façon temporaire ou définitive. Nous soutenons nos partenaires fédéraux en élaborant des stratégies locales complémentaires pour faire face à ces situations graves. Afin d'aider encore plus le peuple ukrainien, le Manitoba a décidé d'exempter les citoyens de l'Ukraine du paiement des frais de 500 \$ du programme Candidats du Manitoba et traitera les demandes de ces personnes en priorité. Un comité directeur des sous-ministres et un groupe de travail chargé de la mise en œuvre ont été créés et chargés d'entreprendre les premières activités de planification et de coordination pendant que le gouvernement continue de préparer sa réponse à la crise humanitaire qui sévit en Ukraine et dans les régions avoisinantes.

Nous continuerons de collaborer avec les établissements postsecondaires, les entreprises et les intervenants de l'industrie pour favoriser l'agilité et l'adéquation d'un système d'éducation postsecondaire et de formation professionnelle en mesure de concevoir, de fournir et d'adapter des programmes qui permettront aux étudiantes et aux étudiants d'acquérir toute la gamme de compétences et l'expérience dont ils auront besoin pour réussir dans le marché du travail au Manitoba. Nous comptons notamment honorer notre engagement à augmenter le nombre de places aux études en soins infirmiers et ainsi passer de nos 259 places initiales à notre cible de 400 places, ce qui nous permettra d'accroître le nombre de professionnels actifs dans ce secteur au Manitoba. Nous travaillerons de façon concertée pour faire progresser un système d'apprentissage moderne. Grâce à une collaboration soutenue avec les parties prenantes, nous miserons sur la responsabilisation du secteur postsecondaire pour

renforcer les résultats des étudiantes et des étudiants, tout en donnant suite aux recommandations présentées dans le rapport d'audit indépendant du vérificateur général intitulé « Surveillance des établissements d'enseignement postsecondaire ».

Il demeure prioritaire de rendre les études supérieures plus accessibles pour tous les jeunes du Manitoba. Les bourses d'études et d'entretien permettent à un plus grand nombre d'entre eux d'avoir accès aux études postsecondaires et de les terminer. L'Initiative de bourses d'études et d'entretien du Manitoba et le programme Bourse du Manitoba misent sur des partenariats avec le secteur privé pour offrir aux étudiantes et aux étudiants un soutien financier qui les aidera à obtenir des résultats positifs. Notre soutien aux programmes d'apprentissage et d'alphabétisation des adultes aide également les Manitobaines et les Manitobains à poursuivre leur chemin sur les voies de l'éducation afin d'acquérir les compétences qui leur permettront de participer pleinement à la communauté et de contribuer à notre économie en pleine croissance. Nous continuerons de travailler en partenariat avec les communautés autochtones et les parties prenantes pour améliorer les résultats scolaires des jeunes autochtones au niveau postsecondaire et leur offrir toutes les chances de poursuivre et de terminer avec succès leur éducation et leur formation postsecondaires.

Tandis que notre reprise postpandémie se poursuit, nous demeurons déterminés à écouter nos intervenants afin de tout mettre en œuvre pour créer des occasions de former nos effectifs et de créer les bassins de talents dont nous aurons besoin pour renforcer notre économie et offrir un avenir meilleur et plus prospère à l'ensemble de la population manitobaine.

Le ministre de l'Éducation postsecondaire, du Développement des compétences et de l'Immigration,

original signé par

Jon Reyes

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Introduction

Overview of the Supplement to the Estimates of Expenditure

This Supplement is intended to provide additional information to the Members of the Legislative Assembly and the public in their review of departmental information contained in the Summary Budget and departmental information contained in the Estimates of Expenditure for the fiscal year ending March 31, 2023.

This supplement includes information on the department and other reporting entities. It includes consolidated financial details that align to the Summary Budget. Departmental information aligns with the Estimates of Expenditure and details the annual appropriations of the department to be approved by the Legislative Assembly through an appropriation act. The financial information is meant to supplement not replicate the detail included in the Estimates of Expenditure. For commitment level detail by sub-appropriation, please refer to the Estimates of Expenditure.

This Supplement also contains departmental staffing and full time equivalent (FTE) details that are not part of the Summary Budget or the Estimates of Expenditure.

The Supplement focuses on strategic priorities. Departments can then take steps to create operating plans that further identify how strategic priorities will translate into day-to-day operations. The performance results of these operations will be shared at the end of the fiscal year in the annual report which will be released in September 2023.

Balanced scorecards were recently implemented across the Government of Manitoba to foster operational improvements by reinforcing transparency, urgency, alignment and accountability. Department-level balanced scorecards have been included in the Supplement to identify key priorities for each department that staff will work towards, with appropriate performance measures.

The format of the sub-appropriation content has been updated to align with the department's balanced scorecard. Sub-appropriation content formerly listed as "objectives", "activity identification" and "expected results" have been updated to include an overview and key initiatives and performance measures sections.

Introduction

Aperçu du budget complémentaire

Ce budget complémentaire fournit de l'information additionnelle aux députés à l'Assemblée législative et au public afin de les aider à passer en revue les renseignements liés au ministère présentés dans le budget sommaire et dans le Budget des dépenses pour l'exercice se terminant le 31 mars 2023.

Ce budget complémentaire comprend de l'information concernant le ministère et d'autres entités comptables. Il contient des données financières consolidées qui sont conformes au budget sommaire. Les renseignements liés au ministère correspondent au Budget des dépenses et donnent le détail des affectations de crédits annuels du ministère que doit approuver l'Assemblée législative en vertu d'une loi portant affectation de crédits. Les renseignements financiers sont destinés à compléter et non pas à répéter l'information figurant dans le Budget des dépenses. Pour en savoir plus au sujet du niveau d'engagement par sous-crédit, veuillez vous reporter au Budget des dépenses.

Ce budget complémentaire contient également de l'information sur la dotation en personnel et les équivalents temps plein (ETP) du ministère qui ne fait pas partie du budget sommaire ou du Budget des dépenses.

Le budget complémentaire se concentre sur les priorités stratégiques. Les ministères pourront prendre des mesures pour créer des plans opérationnels décrivant plus en détail de quelle façon les priorités stratégiques seront intégrées aux activités quotidiennes. Les résultats en matière de rendement liés à ces activités seront présentés à la fin de l'exercice dans le rapport annuel ministériel, qui sera rendu public en septembre 2023.

Des tableaux de bord équilibrés ont été récemment mis en œuvre dans l'ensemble du gouvernement du Manitoba. Leur raison d'être est d'encourager les améliorations opérationnelles en favorisant la transparence, la réactivité, l'harmonisation et l'obligation redditionnelle. Les tableaux de bord équilibrés ministériels qui ont été inclus dans le budget complémentaire donnent la liste des grandes priorités de chaque ministère sur lesquelles travaillera le personnel et décrivent les mesures du rendement appropriées.

La nouvelle présentation du contenu des sous-postes reflète celle du tableau de bord équilibré du ministère. On a mis à jour le contenu des sous-postes (qui portait anciennement sur les objectifs, les activités et les résultats attendus) pour y inclure un aperçu et des sections sur les initiatives clés et les mesures du rendement.

Advanced Education, Skills and Immigration at a Glance

Department Description	The Department of Advanced Education, Skills and Immigration is responsible for promoting access to high-quality advanced education and ensuring positive outcomes for students, removing barriers to success, and creating immigration pathways to attract skilled workers, leading to economic growth and new opportunities for all Manitobans.
Minister	Honourable Jon Reyes
Deputy Minister	Eric Charron

Other Reporting Entities	8	<ul style="list-style-type: none"> • University of Manitoba • University of Winnipeg • Brandon University • Université de Saint-Boniface • University College of the North • Assiniboine Community College • Red River College Polytechnic • Manitoba Institute of Trades and Technology
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Summary Expenditure (\$M)	
\$1,658	\$1,575
2022 / 23	2021 / 22

Core Expenditure (\$M)		Core Staffing	
\$798	\$798	208.00	207.00
2022 / 23	2021 / 22	2022 / 23 - FTE	2021 / 22 - FTE

Department Responsibilities

Manitoba Advanced Education, Skills and Immigration is responsible for implementing the government's policy and programming priorities related to higher education, student support, skills development and recognition, and immigration.

The overall responsibilities of the Minister and Advanced Education, Skills and Immigration include:

- Lead the implementation of the Skills, Talent and Knowledge Strategy to ensure we have people with the right skills at the right time to accelerate recovery, advance Manitoba's economy and promote positive outcomes.
- Provide direction, funding and oversight to Manitoba's publicly funded post-secondary institutions to ensure accountability and positive outcomes for students and the economy.
- Register and monitor private vocational institutions to provide quality programming and protect student interests.
- Advance a modern apprenticeship system that works in collaboration with employers, employees, labour, educational institutions and other government departments to develop the skilled workers needed to grow the economy.
- Increase the number of individuals accessing and completing post-secondary training to improve student outcomes and respond to the needs of the labour market.
- Work in partnership with post-secondary institutions, business, industry, and other stakeholders to align the education and skills training system with labour market needs and prepare students for successful completion and entry to the workforce.
- Deliver financial aid programs, including scholarships and bursaries, that provide access to post-secondary education for students, maximizing federal funding and leveraging partnerships with the private sector through programs such as the Manitoba Scholarship and Bursary Initiative.
- Work with partners to provide adults with needed literacy and essential skills to continue on to further education and training, find jobs, and participate in their communities.
- Work with federal partners to ensure the successful integration of newcomers to Manitoba.
- The design, management and evaluation of the Manitoba Provincial Nominee Program, focused on the skill and talent needs of Manitoba's employers to bridge gaps that cannot be filled domestically.
- Work with regulators to ensure fair recognition of skills and training for internationally trained individuals and skilled workers.
- The listing of Legislation under the responsibility of the Minister has been provided in an Appendix.

The Minister is also responsible for:

- Manitoba's eight publicly funded post-secondary institutions, the listing has been provided on Page 45.

Department Shared Services

Finance and Corporate Services Shared Division

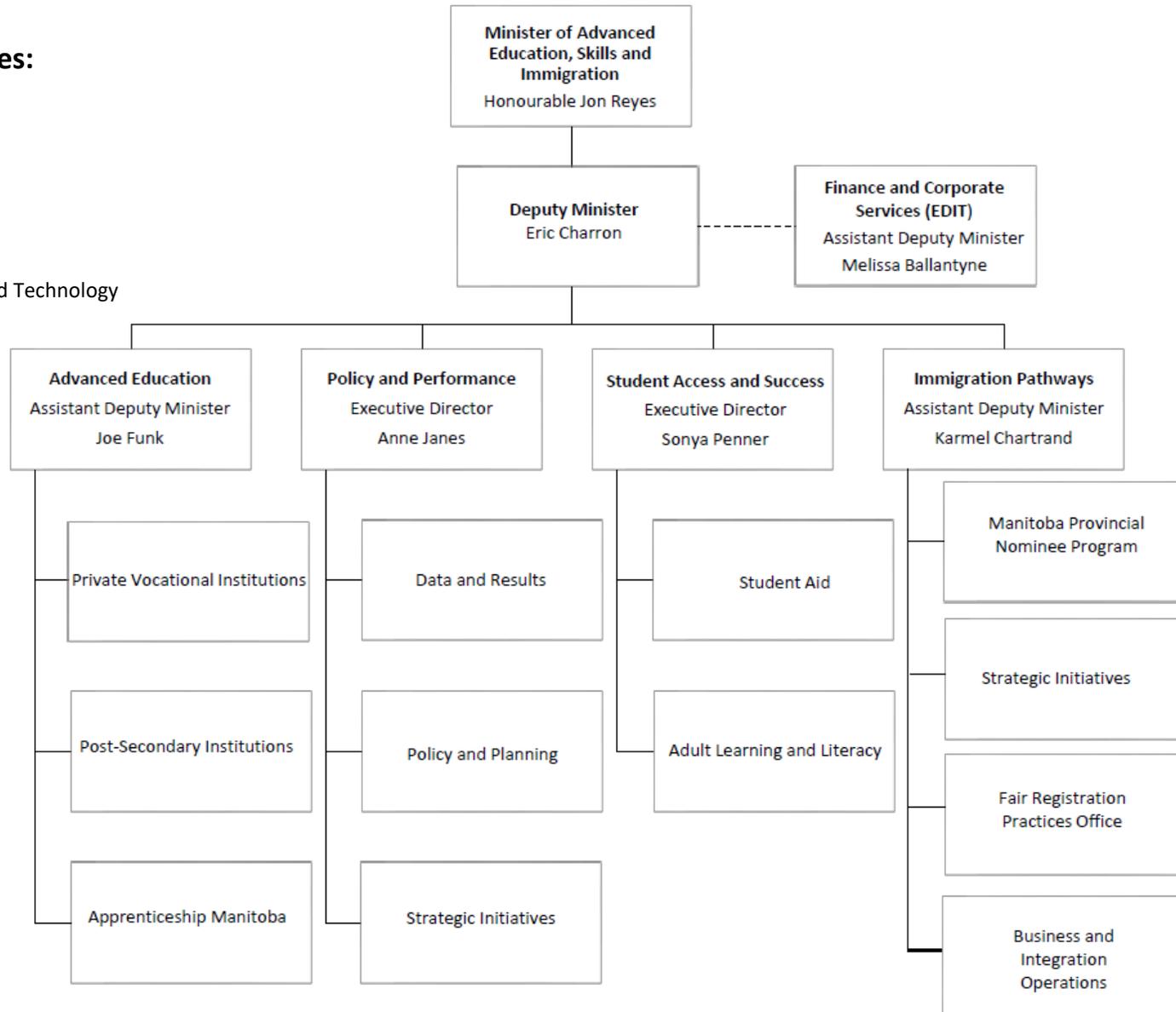
Advanced Education, Skills and Immigration receives shared services through the Finance and Corporate Services Division under Economic Development, Investment and Trade. The division is responsible for ensuring appropriate management, coordination and alignment of client departments' finance, legislative and information technology services as well as support for strategic initiatives.

Organization Structure

Advanced Education, Skills and Immigration as of April 1, 2022

Other Reporting Entities:

- University of Manitoba
- University of Winnipeg
- Brandon University
- Université de Saint-Boniface
- University College of the North
- Assiniboine Community College
- Red River College Polytechnic
- Manitoba Institute of Trades and Technology



Department Strategy Map

The department strategy map lists the four Government priority areas: Quality of Life, Working Smarter, Public Service and Value for Money, with the department's objectives listed under each priority. Objectives, initiatives and performance measures are described in further detail following the strategy map.

Vision

A Skilled and Talented Manitoba

Mission

To build knowledge and skills through a competitive advanced education system and open immigration programs, leading to economic growth and new opportunities for all Manitobans.

Values

At Advanced Education, Skills and Immigration we,

- believe in teamwork and value diversity and inclusion;
- respect each other, our stakeholders and clients;
- act with integrity, skill and dedication;
- are accountable for our actions and our words;
- are agile and adaptable to change; and
- are driven by achieving outcomes and results for Manitobans.

Department Balanced Scorecards Priorities and Objectives

Quality of Life – Improving Outcomes for Manitobans

1. Prepare Manitobans for Labour Market Success
2. Advance Reconciliation

Working Smarter – Delivering Client-Centred Services

3. Transform the Way We Work
4. Reduce Red Tape
5. Engage Our Clients and Partners

Public Service – Delivering Client-Service Excellence

6. Invest in Our People
7. Advance Inclusion
8. Strengthen Respect in Our Workplaces

Value For Money – Protecting Manitoba's Bottom Line

9. Provide Value for Money
10. Balance the Budget
11. Strengthen Our Financial Comptrollership and Accountability

Schéma stratégique ministériel

Le schéma stratégique ministériel dresse la liste des quatre domaines prioritaires du gouvernement (qualité de vie, gestion plus ingénieuse, fonction publique, optimisation des ressources), les objectifs du ministère étant répertoriés sous chacune de ces priorités. Les objectifs, les initiatives et les mesures du rendement sont décrits plus en détail à la suite de ce schéma.

Vision

Un Manitoba qualifié et talentueux

Mission

Développer les connaissances et les compétences grâce à un système d'éducation postsecondaire compétitif et à des programmes d'immigration ouverts, afin d'entraîner la croissance économique et de nouvelles possibilités pour toute la population manitobaine.

Valeurs

Au ministère de l'Éducation postsecondaire, du Développement des compétences et de l'Immigration, nous

- croyons au travail d'équipe et valorisons la diversité et à l'inclusion;
- respectons les autres, nos intervenants et nos clients;
- agissons avec intégrité, compétence et dévouement;
- sommes responsables de nos actes et de nos paroles;
- sommes flexibles et adaptables au changement;
- sommes motivés par l'obtention de résultats pour tous les Manitobains.

Priorités et objectifs des tableaux de bord équilibrés ministériels

Qualité de vie — Améliorer les résultats pour les Manitobains

1. Préparer les Manitobains à réussir sur le marché du travail
2. Faire progresser la réconciliation

Gestion plus ingénieuse — Fournir des services axés sur le client

3. Transformer notre façon de travailler
4. Réduire la bureaucratie
5. Mobiliser nos clients et nos partenaires

Fonction publique — Offrir un service à la clientèle d'excellence

6. Investir dans nos gens
7. Favoriser l'inclusion
8. Renforcer le respect dans nos milieux de travail

Optimisation des ressources — Protéger les résultats financiers du Manitoba

9. Dépenser judicieusement
10. Équilibrer le budget
11. Renforcer notre fonction de contrôleur financier et notre responsabilisation

Department Balanced Scorecards Priorities and Objectives – Details

Quality of Life – Improving Outcomes for Manitobans

1. Prepare Manitobans for Labour Market Success

Key Initiatives

- Progress action items under the whole-of-Government Skills, Talent and Knowledge strategy, to ensure we have people with the right skills at the right time, to quickly rebound from the pandemic and support economic resilience and growth.
- Aid in the response to the evolving humanitarian crisis in and around Ukraine. Work closely with Immigration, Refugees and Citizenship Canada to implement enhanced measures for Ukrainian citizens that will facilitate the movement of Ukrainians who want to leave their country temporarily or permanently.
- The development and delivery of the newcomer community support program to support the attraction and retention of newcomers, foreign credential recognition, as well as helping connect newcomers to the labour market.
- Development and implementation of a framework to improve post-secondary accountability and promote positive outcomes for students and alignment with industry needs.
- Advance the commitment to add a total of 400 additional nursing training seats at Manitoba’s post-secondary institutions. As part of a multi-phased plan that commenced in 2021/22, the department will provide funding for up to 259 seats to increase the supply of nurses into the Manitoba workforce

Performance Measures

Measure	2021/22 Baseline	2021/22 Target	2022/23 Baseline	2022/23 Target
1.a Increase post-secondary education participation rate by 1.0 percentage points annually	35%	36%	40%	41%
1.b Approve programs for post-secondary institutions within 90 calendar days of acknowledgement of complete application	-	-	<i>New measure</i>	100%
1.c Issue Apprenticeship certificates within six weeks of exam date	-	-	<i>New measure</i>	95%
1.d Utilize 100% of the nomination allocation provided annually by Immigration, Refugees and Citizenship Canada	-	-	<i>New measure</i>	100%
1.e Achieve the annual target number of projects to increase awareness of Adult Learning Pathways			<i>New measure</i>	3

1.a Increase post-secondary education participation rate by 1.0 percentage points annually: The department will report on the number of people aged 18 to 24 enrolled in post secondary education as a percentage of the Manitoba population in the same age group. This measure is based on the school year and the target is a 1.0 percentage point increase to the previous year. The measure is an indicator of increasing skills and knowledge among Manitobans that will assist in securing/maintaining success in the labour market, as well as supporting general quality of life. This measure also reflects access to post-secondary education. Low participation may be an indicator of potential barriers to accessing education that need to be addressed.

1.b Approve programs for post-secondary institutions within 90 calendar days of acknowledgement of complete application: The Post-Secondary Institutions branch will complete all approvals within 90 calendar days. This includes new program approval or modifications to existing programs (including temporary or permanent cessation). Ensuring timely turnaround times for program approvals will fulfil the enabling role in the delivery of relevant programming through post-secondary institutions. This will help ensure institutions are delivering relevant programming that meets shifting labour market demands and prepares Manitobans for labour market success. This is a new measure and this year will be used to collect data to establish a baseline and evaluate the target.

1.c Issue Apprenticeship certificates within six weeks of exam date: This measure addresses certificate processing times for Apprenticeship Manitoba clients. The branch will record the percentage of certificates that are processed within six weeks so clients are informed of their successful completion and journey person status in their chosen trade within a reasonable amount of time so they may contribute to the skilled labour market. This is a new measure and this year will be used to collect data to establish a baseline and evaluate the target.

1.d Utilize 100% of the nomination allocation provided annually by Immigration, Refugees and Citizenship Canada: The Immigration Pathways division will measure the utilization of the nomination allocation agreed upon annually by Immigration, Refugees and Citizenship Canada and the Province of Manitoba. This allocation is used to nominate skilled workers and business investors that can contribute to the labour market and the economy of Manitoba. Immigration helps address gaps in the labour market, and utilizing the entire nomination allocation provides a mechanism for maximum immigration into Manitoba and contribution to the labour market and economy. This is a new measure and this year will be used to collect data to establish a baseline and evaluate the target.

1.e Achieve the annual target number of projects to increase awareness of Adult Learning Pathways: The Adult Learning and Literacy branch will measure the number of presentations, engagements and professional development sessions that are delivered to increase awareness of the multiple Adult Learning Pathways available in Manitoba. This will enhance agencies ability to refer adult clients appropriately, provide services in a more efficient manner, and ensure they are better equipped to prepare adult learners to pursue post-secondary education, participate in the labour market, and/or engage in their community. This is a new measure and this year will be used to collect data to establish a baseline and evaluate the target.

2. Advance Reconciliation

Key Initiatives

- Increasing access and reducing barriers to post-secondary education for Indigenous students through financial supports.
- Furthering efforts to support and include Indigenous students and institutions through on-going discussions to recognize Indigenous learning.

Performance Measures

Measure	2022/23 Baseline	2022/23 Target
2.a Increase the percentage of staff who have taken reconciliation-related training	<i>New measure</i>	60%

2.a Increase the percentage of staff who have taken reconciliation-related training: This measure will collect data on the percentage of department staff who have participated in reconciliation related training compared to the total number of staff in the department. Staff who have taken reconciliation courses will be better equipped to advance reconciliation within their work. This is a new measure and this year will be used to collect data to establish a baseline and evaluate the target.

Working Smarter – Delivering Client-Centred Services

3. Transform the Way We Work

Key Initiatives

- Support the new Immigration Advisory Council that will review the entire continuum of Immigration to provide recommendations to strengthen Manitoba’s Immigration programs, building on the success of the Manitoba Provincial Nominee Program.
- Align with the Federal Government’s Information Technology system to streamline administration of loans and ensure supports needed are getting to students as efficiently as possible.
- Enhance the adult education system to provide adult learners with essential skills and educational upgrades enabling them to further their education and training, find jobs, and participate in their communities.
- Implementation of the Student-Level Data Initiative in collaboration with post-secondary stakeholders to enhance data collection and analysis to inform decision making

Performance Measures

Measure	2022/23 Baseline	2022/23 Target
3.a Increase the percentage of staff with Innovation and Continuous Improvement (ICI) skills	<i>New measure</i>	10%
3.b Process all Immigration applications in less than six months	<i>New measure</i>	100%
3.c Decrease average number of minutes inbound callers must wait on hold for their call to be answered by Manitoba Student Aid	<i>New measure</i>	23
3.d Process online applications for full time Manitoba Student Aid clients within eight weeks	<i>New measure</i>	75%

3.a Increase the percentage of staff with Innovation and Continuous Improvement (ICI) skills: The department will measure a percentage point increase in the number of staff with formal, informal or experiential training and/or certification from a variety of Innovation and Continuous Improvement (ICI) methodologies (Lean, Human Centred Design, Innovation Engineering, Design Thinking, etc.). By growing ICI capacity, the department will be well positioned to improve processes and successfully transform and modernize our policies, programs and services, while providing continued opportunities for the growth and development of our staff. This is a new measure and this year will be used to collect data to establish a baseline and evaluate the target.

3.b Process all Immigration applications in less than six months: The Immigration Pathways division will address application processing times for both Skilled Workers and Business Investors. Applications are reviewed against screening criteria and those individuals with potential to economically establish and contribute to the labour market and Manitoba economy are nominated. Completing this process in a timely manner will ensure our part of the immigration process is continuing the flow of skilled workers immigrating to Manitoba to contribute to the labour market. Applications under investigation for potential misrepresentation or fraud will not count toward the annual target. This is a new measure and this year will be used to collect data to establish a baseline and evaluate the target.

3.c Decrease average number of minutes inbound callers must wait on hold for their call to be answered by Manitoba Student Aid: The Student Aid branch recently conducted an EngageMB survey where clients identified service wait times as an area for improvement. This measure specifically addresses phone wait times experienced by clients, with the goal of having an average wait time of less than 23 minutes. For the purposes of this measure, all inbound calls that make it into the queue and are answered by an agent will be included. The branch provides an integral service for recipients attending post-secondary institutions. This measure will ensure we are striving for improved client service so Manitobans may participate in post-secondary education and prepare themselves for labour market success. This is a new measure and this year will be used to collect data to establish a baseline and evaluate the target.

3.d Process online applications for full time Manitoba Student Aid clients within eight weeks: This measure addresses application processing times for Manitoba Student Aid clients. The branch will record the percentage of applications that are processed within eight weeks. For the purposes of this measure all online applications for full time students will be captured. The process will begin from the date the application is submitted online and will conclude when the funds are released from the branch. Applications are reviewed against eligibility criteria and also require additional post-application documentation, and confirmation/validation from external sources (e.g. post-secondary institutions, federal and provincial government agencies, EQUIFAX, family members, etc.). We will ensure application process moves forward smoothly to make sure applicants can receive their funding to attend post-secondary education. Setting a service standard ensures our branch is constantly striving to process applications quickly and efficiently, acting as a mechanism to transform the way we work. This is a new measure and this year will be used to collect data to establish a baseline and evaluate the target.

4. Reduce Red Tape

Key Initiatives

- Red tape reduction aims to remove the regulatory requirements that are unclear, overly prescriptive, poorly designed, redundant, contradictory or antiquated. Not all regulatory requirements create red tape.
- Continued expansion and modernization of the Apprenticeship Manitoba model to reduce red tape and enable more skilled journeypersons to meet our skills needs.

Performance Measures

Measure	2022/23 Baseline	2022/23 Target
4.a Achieve percentage reduction of regulatory requirements	0.0%	2.5%
4.b Achieve the annual target number of streamlined processes to reduce red tape	<i>New measure</i>	5

4.a Achieve percentage reduction of regulatory requirements: This measure accounts for the percentage reduction of regulatory requirements undertaken by the department in a fiscal year. In the fiscal year 2020/21, which is the most recent data available, the department achieved a reduction of 0.32%. The total number of regulatory requirements accounted for by the department at the end of 2020/21 was 16,070. Data for 2021/22 will be available in the Manitoba Regulatory Accountability Report 2022, which will be published by September 30, 2022. The baseline resets to zero at the beginning of every fiscal year, and the target of a 2.5% reduction is applied.

4.b Achieve the annual target number of streamlined processes to reduce red tape: The Advanced Education division will record the number of processes that are reviewed, analyzed and/or evaluated on an annual basis to ensure the division is delivering relevant, efficient and effective programming. The division will reduce red tape by streamlining processes and introducing innovations which will result in efficiencies in the way we work and will reduce the administrative burden for staff and improve client service. This is a new measure and this year will be used to collect data to establish a baseline and evaluate the target.

5. Engage Our Clients and Partners

Key Initiatives

- The department will continue to advocate with the federal government to expand our annual immigration quota, which will allow more skilled workers into Manitoba to support the economic recovery and growth of the Province.
- Continued consultation on the post-secondary tuition policy to ensure quality post-secondary education is accessible to Manitobans and international students.
- On-going engagements with stakeholders to develop stronger outcomes for students and harmonization of oversight and accountability requirements for publicly funded universities and colleges contained in nine institutional and administrative Acts.
- Continue to work directly with regulators to improve pathways to registration for immigrants trying to establish their careers in Manitoba.

Performance Measures

Measure	2022/23 Baseline	2022/23 Target
5.a Achieve the annual percentage increase in the number of client / stakeholder engagements	<i>New measure</i>	5%

5.a Achieve the annual percentage increase in the number of client / stakeholder engagements: The department will seek to increase the number of formal engagements with clients and stakeholder groups by 5% per year. These engagements may use a variety of formats such as surveys, focus groups, workshops/forums, or structured meetings with a formal agenda to consult on policy or program related matters. Increasing the number of client and stakeholder engagements will generate new (and improve existing) relationships between the department and its stakeholders. Further, increasing engagement and consultation activities will help improve the quality of decision-making; improve transparency of the decision-making process; help identify issues, risks and stakeholder needs; identify potential cost-savings and efficiencies; leverage stakeholder expertise and insight; and improve accountability to stakeholders and the public. This is a new measure and this year will be used to collect data to establish a baseline and evaluate the target.

Public Service – Delivering Client-Service Excellence

6. Invest in Our People

Key Initiatives

- Provide work-related learning and development opportunities for all staff, increasing capacity for cross-departmental training.

Performance Measures

Measure	2022/23 Baseline	2022/23 Target
6.a Achieve the annual target percentage of department employees with a current completed Performance Development Conversation Form	<i>New Measure</i>	60%
6.b Percentage of department employees with a current learning plan	<i>New measure</i>	60%

6.a Achieve the annual target percentage of department employees with a current completed Performance Development Conversation Form: This measure will track the percentage of department employees who have completed a formal Performance Development Conversation Form with their supervisor each fiscal year. Completion of annual performance development conversations helps employees and supervisors work together to improve performance by ensuring work expectations are clear and that employees are provided with the tools necessary to support the programs and services Manitobans rely on. A 60% completion rate was identified as a reasonable target for this measure. This is a new measure and this year will be used to collect data to establish a baseline and evaluate the target.

6.b Percentage of department employees with a current learning plan: This measure will track the percentage of employees with a current learning plan. These plans describe learning goals that help employees meet expectations of their current and future roles within Manitoba's Public Service, as well as provide employees with the capacity to deliver on Manitoba's government priorities. The target of 60% represents total number of employees who have a current learning plan. This is a new measure and this year will be used to collect data to establish a baseline and evaluate the target.

7. Advance Inclusion

Key Initiatives

- Provide opportunities for staff to participate in inclusion training to improve awareness of inclusion principles and foster an inclusive work environment.

Performance Measures

Measure	2022/23 Baseline	2022/23 Target
7.a Achieve the annual target percentage of department employees who have completed mandatory diversity and inclusion training	<i>New measure</i>	90%

7.a Achieve the annual target percentage of department employees who have completed mandatory diversity and inclusion training: This measure will capture the percentage of department employees that have taken mandatory diversity and inclusion training offered through the Public Service Commission. It is assumed that employees will implement course learning through their work, supporting inclusive workplaces. A 90% completion rate was identified as a reasonable target for this measure. This is a new measure and this year will be used to collect data to establish a baseline and evaluate the target.

8. Strengthen Respect in Our Workplaces

Key Initiatives

- Foster a positive environment that highlights the importance of a respectful and safe work environment free from harassment and bullying.

Performance Measures

Measure	2022/23 Baseline	2022/23 Target
8.a Achieve the annual target percentage of department employees who have completed mandatory respectful workplace training	<i>New measure</i>	90%

8.a Achieve the annual target percentage of department employees who have completed mandatory respectful workplace training: This measure will capture the percentage of department employees that have completed the mandatory respectful workplace training offered through the Public Service Commission. Completion of the training is now an annual requirement, and employees have until the end of the fiscal year 2021/22 to complete the updated course, at which time data will be available to assess progress on this measure. It is assumed that employees will implement course learning through their work, supporting inclusive and respectful workplaces. A 90% completion rate was identified as a reasonable target for this measure. This is a new measure and this year will be used to collect data to establish a baseline and evaluate the target.

Value for Money – Protecting Manitoba’s Bottom Line

9. Provide Value for Money

Key Initiatives

- Establishing program criteria and targets to ensure funding decisions demonstrate value for money.

Performance Measures

Measure	2022/23 Baseline	2022/23 Target
9.a Reduce the number of paper packages purchased	1095	1029
9.b Achieve annual target number of process improvement projects to provide greater value for money.	<i>New measure</i>	3
9.c Achieve the annual target percentage of newcomer integration projects meeting intended outcomes.	<i>New measure</i>	75%

9.a Reduce the number of paper packages purchased: The department will seek to decrease the number of paper packages purchased by 6% per year. Reducing paper usage in government is a significant initiative that will reduce expense and waste and contribute to sustainability. Many business processes can be completed electronically, and many records can be stored electronically at less cost than paper processing. The reduction in redundancy, waste and inefficiency will contribute to Government’s commitment to provide value for money. This is a new measure and this year will be used to collect data to establish a baseline and evaluate the target.

9.b Achieve annual target number of process improvement projects to provide greater value for money: The Advanced Education division will measure the number of process improvement related projects that are implemented on an annual basis. These projects may include process mapping to identify and reduce wasted resources, modernizing processes and forms, or reviewing programs to enhance efficiency and client service. These projects will provide Manitobans with greater value for money by implementing improvements that save valuable time and resources that can be deployed elsewhere. This is a new measure and this year will be used to collect data to establish a baseline and evaluate the target.

9.c Achieve the annual target percentage of newcomer integration projects meeting intended outcomes: The Immigration Pathways division administers funding to projects and programs that prepare new Manitobans for successful economic and social integration. At the beginning of each project, expected outcomes will be established, and at project close evaluated whether or not each outcome was achieved. By increasing the percentage of funded projects that meet their intended outcomes, the division is ensuring fiscal responsibility and subsequently providing greater value for money. This is a new measure and this year will be used to collect data to establish a baseline and evaluate the target.

10. Balance the Budget

Key Initiatives

- Measure and track expenditures across the department each quarter, to make informed decisions about future budget allocations.

Performance Measures

Measure	2021/22 Baseline	2021/22 Target	2022/23 Baseline	2022/23 Target
10.a Work within Operating Budgets	\$798,360	\$798,360	\$797,586	\$797,586
10.b Work within Capital Budgets	\$34,800	\$34,800	\$16,473	\$16,473

10.a Work within Operating Budgets: This measure records the department's and Other Reporting Entities' actual operational spending versus the annual summary operating budget. By working within the operating budget, the department will facilitate Government to balance the legislated budget. By extension it will also facilitate outcomes in the Contribute to the Rainy Day Fund and Let Manitoban's Keep More of Their Money objectives on the provincial strategy map.

10.b Work within Capital Budgets: This measure records department's and Other Reporting Entities' capital spending versus the annual capital budget. By working within the capital budget, the department will facilitate Government's ability to balance the legislated budget. By extension it will also facilitate outcomes in the Contribute to the Rainy Day Fund and Let Manitoban's Keep More of Their Money objectives on the provincial strategy map.

11. Strengthen Our Financial Comptrollership and Accountability

Key Initiatives

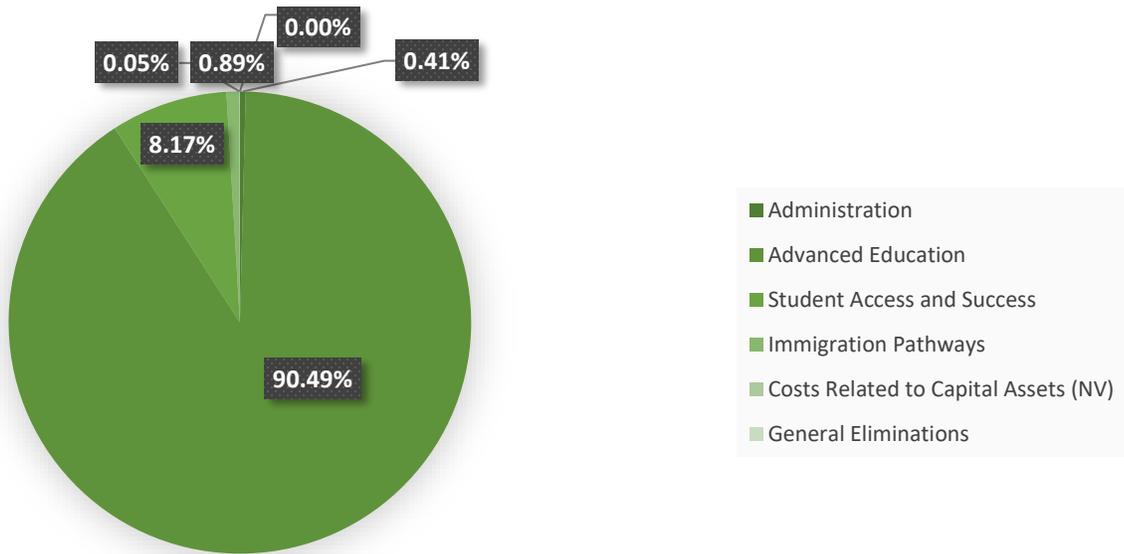
- Cultivate an environment of financial accountability in the stewardship of public funds.

Performance Measures

Measure	2022/23 Baseline	2022/23 Target
11.a Increase the percentage of staff completing comptrollership training	<i>New measure</i>	70%

11.a Increase the percentage of staff completing comptrollership training: This measure will reflect the percentage of department staff who have successfully completed the required comptrollership training for their position. The department believes that everyone has a role to play in comptrollership, as part of strengthening financial accountability. As a result, all departmental staff will be required to take introductory training at the very least. This is a new measure and this year will be used to collect data to establish a baseline and evaluate the target.

**Percentage Distribution of Expenditures by Operating Appropriation,
2022/23**



Departmental Expenditures and FTEs by Appropriation and Type

This table includes the expenditures of the department and aligns to the Estimates of Expenditure.

Main Appropriations	2022/23		2021/22	
	FTEs	\$(000s)	FTEs	\$(000s)
Administration	33.00	3,234	33.00	3,238
Advanced Education	71.00	721,757	71.00	719,559
Student Access and Success	50.00	65,159	50.00	67,611
Immigration Pathways	54.00	7,060	53.00	7,576
Costs Related to Capital Assets (Non-Voted)	-	376	-	376
TOTAL	208.00	797,586	207.00	798,360
Expense by Type				
Salaries and Employee Benefits	208.00	15,926	207.00	15,743
Other Expenditures	-	4,702	-	6,509
Grant Assistance	-	734,202	-	733,313
Capital Grants	-	11,571	-	11,571
Financial Assistance	-	30,809	-	30,848
Amortization	-	376	-	376
TOTAL	208.00	797,586	207.00	798,360

Please refer to the Manitoba Estimates of Expenditure for the Reconciliation of the 2021/22 Adjusted Print

Departmental Staffing

FTE and Salaries and Employee Benefits by Appropriation

Main Appropriations	2022/23		2021/22	
	FTEs	\$(000s)	FTEs	\$(000s)
Administration	33.00	2,840	33.00	2,844
Advanced Education	71.00	5,157	71.00	5,006
Student Access and Success	50.00	3,626	50.00	3,945
Immigration Pathways	54.00	4,303	53.00	3,948
TOTAL	208.00	15,926	207.00	15,743

Equity and Diversity Benchmarks

Manitobans are best served by a public service that is inclusive and representative of the diverse population of Manitoba at all levels of the organization, including senior management. Employment equity status is self-identified on a voluntary basis when individuals are hired into a position or at any time during their employment with Manitoba's public service. Employment equity groups include women, Indigenous peoples, visible minorities, and persons with disabilities. This measure will capture diversity in Manitoba's public service and in senior management.

Equity Group	Benchmarks	% Total Employees as of Feb. 28
Women	50%	69%
Indigenous Peoples	16%	11%
Visible Minorities	13%	37%
Persons with Disabilities	9%	13%

Position Summary by Career Stream

Career Streams

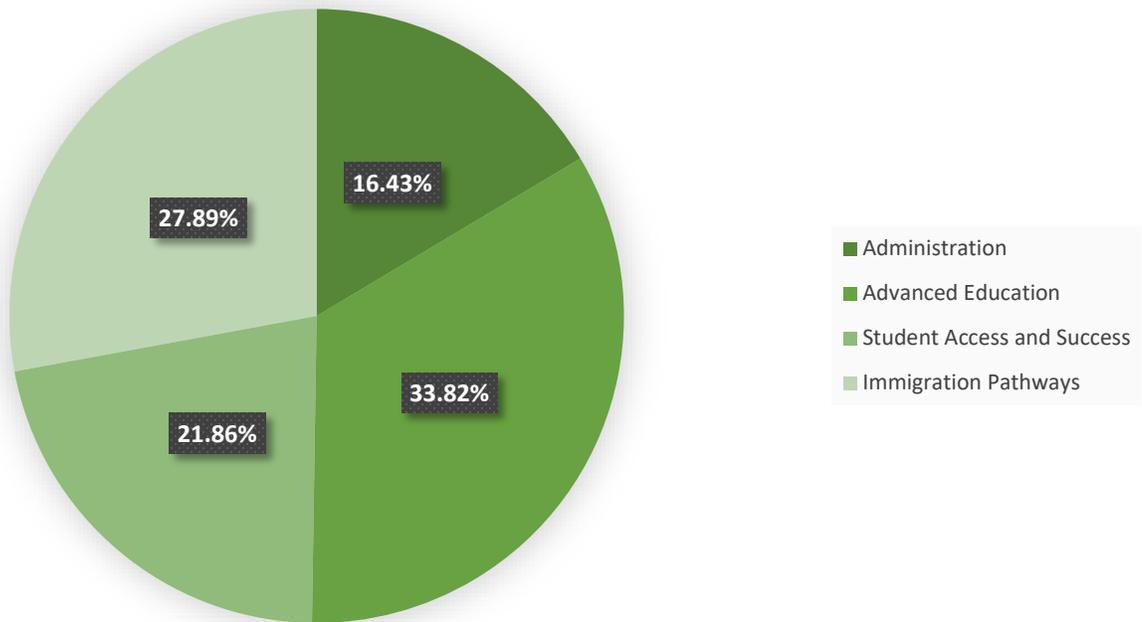
Executive		Deputy Ministers, Assistant Deputy Ministers, Executive Directors and Directors providing leadership to contribute to the strategic direction of the organization
Management		Management and supervisory professionals that oversee activities within a specified area. Positions have formal accountability for financial and organizational performance, which includes the responsibility to plan and direct the activities of a work unit consisting of at least 3 total reports.
Individual Contributors*	Professional & Technical	Individual contributors in a professional discipline or technical specialty
*Positions may have some supervisory responsibilities or lead hand responsibilities for a work team.	Trades	Individual contributors who provide either skilled trade services and unskilled trades.
	Support & Service	Individual contributors who provide direct service, operational support or administrative services.

Position Summary by Career Stream

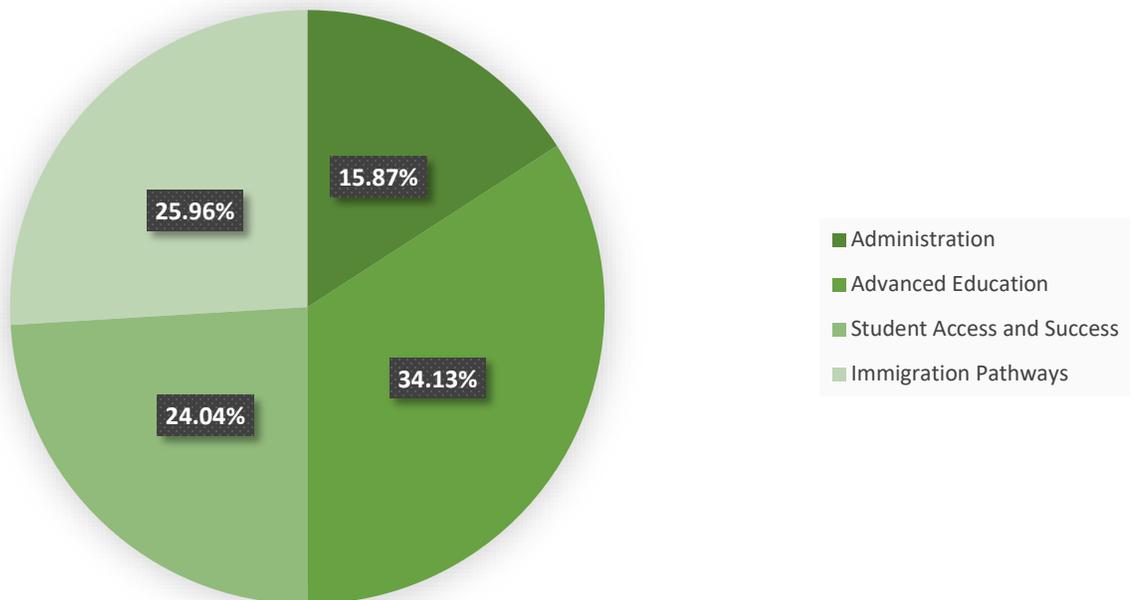
Main Appropriations	Executive		Management		Professional and Technical		Support and Service		Total	
	FTEs	\$(000s)	FTEs	\$(000s)	FTEs	\$(000s)	FTEs	\$(000s)	FTEs	\$(000s)
Administration	3.00	299	-	-	21.00	1,547	9.00	465	33.00	2,311
Advanced Education	2.00	234	1.00	96	26.00	1,990	42.00	2,438	71.00	4,758
Student Access and Success	1.00	115	1.00	103	12.00	990	36.00	1,868	50.00	3,076
Immigration Pathways	2.00	227	-	-	43.00	3,246	9.00	450	54.00	3,923
TOTAL	8.00	875	2.00	199	102.00	7,773	96.00	5,221	208.00	14,068

Reconciliation to Other Tables (Salary Costs)	\$(000s)
Salary Cost per above	14,068
Employee Benefits	2,911
Other Costs and Benefits	339
Staff Turnover Allowance	(1,390)
TOTAL	15,928

Percentage Distribution of Salaries and Employee Benefits by Operating Appropriation, 2022/23



Percentage Distribution of Full Time Equivalents (FTE) by Operating Appropriation, 2022/23



Overview of Capital Investments and Loans

	2022/23	2021/22	
Part B – Capital Investment			Expl.
Provides for the acquisition of equipment			
General Assets	N/A	N/A	

Explanation

	2022/23	2021/22	
Part C – Loans and Guarantees			Expl.
Manitoba Student Aid	74,000	60,000	1

Explanation

1. Increased demand

	2022/23	2021/22	
Part D – Other Reporting Entities			
Capital Investment			Expl.
Post Secondary Institutions	10,000	34,800	1

Explanation

1. 2021/22 included one-time funding for the Red River College Polytechnic Innovation Centre.

Departmental Program and Financial Operating Information – Part A Expenditure and FTEs

Administration (Res. No. 44.1)

Main Appropriation Description

Provides corporate leadership and coordination of policy development, strategic planning and data analytics to support the department and related agencies in achieving their mandates.

Sub-Appropriation Description

Minister's Salary: Provides additional compensation to which individuals appointed to the Executive Council are entitled.

Executive Support: Oversees the development and implementation of departmental policies and programs that are designed to achieve the goals set out in the department's mandate.

Policy and Performance: Contributes to the coordinated and effective delivery of the department's mandate through policy expertise and data analytics. The division is also responsible for leading Manitoba's engagement intergovernmental forums related to advanced education, adult learning, and immigration.

Key Initiatives

- Progress action items under the whole-of-Government Skills, Talent and Knowledge strategy, to ensure we have people with the right skills at the right time, to quickly rebound from the pandemic and support economic resilience and growth.
- Implementation of the Student-Level Data Initiative in collaboration with post-secondary stakeholders to enhance data collection and analysis to inform decision making.
- Provide work-related learning and development opportunities for all staff, increasing capacity for cross-departmental training.
- On-going engagements with stakeholders to develop stronger outcomes for students and harmonization of oversight and accountability requirements for publicly funded universities and colleges contained in nine institutional and administrative Acts.
- Foster a positive environment that highlights the importance of a respectful and safe work environment free from harassment and bullying.
- Measure and track expenditures across the department each quarter, to make informed decisions about future budget allocations.

Performance Measures

2.a Increase the percentage of staff who have taken reconciliation-related training.

6.a Achieve the annual target percentage of department employees with a current completed Performance Development Conversation Form

6.b Percentage of department employees with a current learning plan

7.a Achieve the annual target percentage of department employees who have completed mandatory diversity and inclusion training

8.a Achieve the annual target percentage of department employees who have completed mandatory respectful workplace training

Administration (Res. No. 44.1)

Sub-appropriations	2022/23		2021/22		Expl.
	FTEs	\$(000s)	FTEs	\$(000s)	
Minister's Salary	1.00	42	1.00	42	
Executive Support	8.00	815	8.00	815	
Policy and Performance	24.00	2,377	24.00	2,381	
TOTAL	33.00	3,234	33.00	3,238	
Expense by Type					
Salaries and Employee Benefits	33.00	2,840	33.00	2,844	
Other Expenditures	-	394	-	394	
TOTAL	33.00	3,234	33.00	3,238	



Advanced Education (Res. No. 44.2)

Main Appropriation Description

Advanced Education provides direction, funding, and/or regulatory oversight to Manitoba's publicly funded universities, colleges, private religious institutions, private vocational institutions and apprenticeship to ensure positive outcomes for students, communities, and the economy. The division is responsible for ensuring a sustainable, fiscally responsible, and accountable post-secondary education system that delivers programs aligned with labour market needs.

Sub-Appropriation Description

Advanced Education: Advanced Education provides direction, funding, and/or regulatory oversight to Manitoba's publicly funded universities, colleges, private religious institutions, and private vocational institutions to ensure positive outcomes for students, communities, and the economy.

Manitoba Scholarship and Bursary Initiative: The Manitoba Scholarship and Bursary Initiative is administered by participating post-secondary institutions and the Business Council of Manitoba. Government matches funds raised by these institutions on a 2:1 private to public ratio. The institutions assess, determine and award scholarships and bursaries to students.

Apprenticeship Manitoba: Apprenticeship Manitoba is responsible for the administration of The Apprenticeship and Certification Act and coordinates the training and qualifications system that delivers accredited, structured, workplace-based skills and technical training to apprentices leading to journeyman certification.

Key Initiatives

- Development and implementation of a framework to improve post-secondary accountability and promote positive outcomes for students and alignment with industry needs.
- Furthering efforts to support and include Indigenous students through on-going discussions to recognize Indigenous learning
- Continued expansion and modernization of the Apprenticeship Manitoba model to reduce red tape and enable more skilled journeymen to meet our skills needs.
- Continued consultation on the post-secondary tuition policy to ensure quality post-secondary education is accessible to Manitobans and international students.
- Advance the commitment to add a total of 400 additional nursing training seats at Manitoba's post-secondary institutions. As part of a multi-phased plan that commenced in 2021/22, the department will provide funding for up to 259 seats to increase the supply of nurses into the Manitoba workforce.
- Red tape reduction aims to remove the regulatory requirements that are unclear, overly prescriptive, poorly designed, redundant, contradictory or antiquated. Not all regulatory requirements create red tape.

Performance Measures

- 1.a Increase post-secondary education participation rate by 1.0 percentage points annually
- 1.b Approve programs for post-secondary institutions within 90 calendar days of acknowledgement of complete application
- 1.c Issue Apprenticeship certificates within six weeks of exam date
- 4.b Achieve the annual target number of streamlined processes to reduce red tape
- 9.c Achieve annual target number of process improvement projects to provide greater value for money

Advanced Education (Res. No. 44.2)

Sub-appropriations	2022/23		2021/22		Expl.
	FTEs	\$(000s)	FTEs	\$(000s)	
Advanced Education	25.00	694,615	25.00	692,541	1
Manitoba Scholarship and Bursary Initiative	-	10,000	-	10,000	
Apprenticeship Manitoba	46.00	17,142	46.00	17,018	
TOTAL	71.00	721,757	71.00	719,559	
Expense by Type					
Salaries and Employee Benefits	71.00	5,157	71.00	5,006	
Other Expenditures	-	1,471	-	1,190	
Grant Assistance	-	690,516	-	688,750	1
Capital Grants	-	11,571	-	11,571	
Financial Assistance	-	13,042	-	13,042	
TOTAL	71.00	721,757	71.00	719,559	

Explanation

1. Increased funding to support post-secondary education.

Student Access and Success (Res. No. 44.3)

Main Appropriation Description

Student Access and Success helps remove barriers to student success, including financial and skill barriers, and promotes access to advanced education. The division is responsible for ensuring programs and financial supports are available to help students and adult learners pursue educational pathways to develop the skills need to participate fully in the community and contribute to a growing economy.

Sub-Appropriation Description

Student Access and Success: Responsible for the design and delivery of student financial assistance programs provided by the department on behalf of the province and the federal government. Also, administers and supports the development and delivery of adult focused programming through adult learning centres and adult literacy programs in Manitoba.

Canada Student Grants: Manitoba Student Aid administers the Canada Student Loans Program and Canada Student Grants to help students receive all the funding they are entitled to in one step and to streamline the administration of federal programs.

Student Loan Administration: Manitoba Student Aid administers the Manitoba Student Loans program to provide effective and efficient loan administration to students, as well as debt management services and programs. The Repayment Assistance Program is available to help those who are having difficulty repaying their loans.

Key Initiatives

- Enhance the adult education system to provide adult learners with essential skills and educational upgrades enabling them to further their education and training, find jobs, and participate in their communities.
- Increasing access and reducing barriers to post-secondary education for Indigenous students through financial supports.
- Align with the Federal Government's Information Technology system to streamline administration of loans and ensure supports needed are getting to students as efficiently as possible.
- Provide opportunities for staff to participate in inclusion training to improve awareness of inclusion principles and foster an inclusive work environment.
- Cultivate an environment of financial accountability in the stewardship of public funds.

Performance Measures

1.e Achieve the annual target number of projects to increase awareness of Adult Learning Pathways

3.d Decrease average number of minutes inbound callers must wait on hold for their call to be answered by Manitoba Student Aid

3.e Process online applications for full time Manitoba Student Aid clients within eight weeks

Student Access and Success (Res. No. 44.3)

Sub-appropriations	2022/23		2021/22		Expl.
	FTEs	\$(000s)	FTEs	\$(000s)	
Student Access and Success	50.00	48,321	50.00	49,290	
Canada Student Grants	-	3,410	-	3,410	
Student Loan Administration	-	13,428	-	14,911	
TOTAL	50.00	65,159	50.00	67,611	
Expense by Type					
Salaries and Employee Benefits	50.00	3,626	50.00	3,945	1
Other Expenditures	-	2,080	-	3,930	1
Grant Assistance	-	43,686	-	44,563	2
Financial Assistance	-	15,767	-	15,173	3
TOTAL	50.00	65,159	50.00	67,611	

Explanation

1. Reduction of one time costs associated with IT system scoping and design.
2. Increased funding for the Manitoba Bursary Fund, partially offset by a reclassification of grants to financial assistance.
3. Reclassification of grants to financial assistance.

Immigration Pathways (Res. No. 44.4)

Main Appropriation Description

Immigration Pathways contributes to economic growth and strong communities through the Manitoba Provincial Nominee Program and working with partners to promote the province as a destination of choice for international talent to study, work, and live. The division also works with regulators through the Fair Registration Practices Office to reduce barriers to employment.

Sub-Appropriation Description

Immigration Pathways: Immigration Pathways coordinates with other levels of government and local stakeholders to administer economic immigration programs focused on the skills and talent needs of Manitoba's employers. The division is responsible for Manitoba's Provincial Nominee Program and works with partners to promote the province as a destination of choice for international talent.

Fair Registration Practices Office: The Fair Registration Practices Office implements *The Fair Registration Practices in Regulated Professions Act* to ensure registration practices are transparent, objective, impartial and fair.

Key Initiatives

- Aid in the response to the evolving humanitarian crisis in and around Ukraine. Work closely with Immigration, Refugees and Citizenship Canada to implement enhanced measures for Ukrainian citizens that will facilitate the movement of Ukrainians who want to leave their country temporarily or permanently
- Support the new Immigration Advisory Council that will review the entire continuum of Immigration to provide recommendations to strengthen Manitoba's Immigration programs, building on the success of the Manitoba Provincial Nominee Program.
- The department will continue to advocate with the federal government to expand our annual quota, which will allow more skilled workers into Manitoba to support the economic recovery and growth of the Province.
- Continue to work directly with regulators to improve pathways to registration for immigrants trying to establish their careers in Manitoba.
- The development and delivery of the newcomer community integration support program to support the attraction and retention of newcomers, foreign credential recognition, as well as helping connect newcomers to the labour market.
- Establishing program criteria and targets to ensure funding decisions demonstrate value for money.

Performance Measures

1.d Utilize 100% of the nomination allocation provided annually by Immigration, Refugees and Citizenship Canada

3.c Process all Immigration applications in less than six months

9.d Achieve the annual target percentage of newcomer integration projects meeting intended outcomes

Immigration Pathways (Res. No. 44.4)

Sub-appropriations	2022/23		2021/22		Expl.
	FTEs	\$(000s)	FTEs	\$(000s)	
Immigration Pathways	49.00	9,662	48.00	7,063	
Fair Registration Practices Office	5.00	478	5.00	513	
Immigration Recovery	-	(3,080)	-	-	
TOTAL	54.00	7,060	53.00	7,576	
Expense by Type					
Salaries and Employee Benefits	54.00	4,303	53.00	3,948	1
Other Expenditures	-	757	-	995	2
Financial Assistance	-	5,080	-	2,633	3
Financial Assistance - Recovery from Other Appropriation		(3,080)			4
TOTAL	54.00	7,060	53.00	7,576	

Explanation

1. Elimination of salaries recovery from other appropriations.
2. Rationalization of operating expenditures.
3. Creation of the Newcomer Community Integration Support Program.
4. Recovery of Newcomer Integration Support Program expenditures from other appropriations.

Costs Related to Capital Assets (Non-Voted)

Sub-appropriations	2022/23		2021/22		Expl.
	FTEs	\$(000s)	FTEs	\$(000s)	
Costs Related to Capital Assets	-	376	-	376	
TOTAL	-	376	-	376	
Expense by Type					
Amortization	-	376	-	376	
TOTAL	-	376	-	376	



Departmental Risk Analysis

Risk analysis is the process involved with the identification, measurement, and management of risks that could impact an entity's success. A risk analysis is important for departments because it provides a framework for decision making.

Advanced Education, Skills and Immigration provides leadership in risk analysis through its Comptrollership framework and by creating a risk management culture that facilitates assessment and management of risk. The department currently manages its risks under the framework of the provincial government's Comptrollership Framework and overall Risk Management Policy.

Risks and Mitigation Plans

The department strives to reduce the cost and impact of unexpected loss, as well as maximize potential opportunities, by complying with the Government of Manitoba Risk Management Policy. This includes utilizing risk identification, risk evaluation, risk control, risk transfer and risk financing measures.

Risk 1 – Personnel Loss Exposure

Potential Consequence – Death, disability, retirement, or resignation of employee that will deprive the department of the individual's special skill or knowledge that cannot readily be replaced.

Likelihood – Likely

Impact – Moderate

Treatment Plan – Succession planning, including knowledge transfer (job shadowing, cross training), developing procedure manuals for key positions, training and development programs, wellness and workplace safety and health programs, and fostering employee retention through employee engagement. Improved hiring strategies to increase capacity and reduce vacancies.

Treatment Plan Due Date – 2023/04/01

Risk Status – In progress

Risk 2 – Natural disaster – environmental

Potential Consequence – In the event of a natural disaster working environments are at risk of being inaccessible, which would impact the functions of the department.

Likelihood – Unlikely

Impact – Moderate

Treatment Plan – The department operates in accordance with the Disaster Financial Assistance Guidelines and Business Continuity Plan. Department staff have been equipped with devices such as laptops and VPN to enable workplace functions outside of the dedicated physical space.

Treatment Plan Due Date – 2022/06/30

Risk Status – Mitigated and ongoing monitoring

Risk 3 – Overspending

Potential Consequence – Department overspending impacts the ability of the department to provide valuable programs and supports to Manitobans and contributes to overall government deficit.

Likelihood – Unlikely

Impact – Minor

Treatment Plan – Reduce possibility of overspending by undertaking regular reviews and examining policies to ensure efficient budget allocation. Measure and track expenditures across the department each quarter, to make informed decisions about future budget allocations.

Treatment Plan Due Date – 2022/06/30

Risk Status – Mitigated and ongoing monitoring

Other Reporting Entities

The following OREs are accountable to the Minister:

Assiniboine Community College

Assiniboine Community College supports skills and development needs of the citizens of Brandon and Western Manitoba over the past 55 years. The college offers programs in agriculture, environment, business, health, human services, trades and technology.

For more information please visit: <https://assiniboine.net/>

Brandon University

Established in 1885 and chartered in 1967, Brandon University offers undergraduate and graduate degrees in Arts, Science, Education, Health Studies and School of Music, with enrollment of over 3,500 students. In addition, the University provides services to the broader community through a Conservatory of Music, Healthy Living Centre, athletics, recreation services, concerts, and daycares.

For more information please visit: <https://www.brandonu.ca/>

Manitoba Institute of Trades and Technology

Established in 1983 as South Winnipeg Technical Vocation Centre and enacted under legislation in 2014 as Manitoba Institute of Trades and Technology, the institute provides high school and post-secondary education and training in the fields of technology, vocational training and adult education. Manitoba Institute of Trades and Technology has enrollment of over 3,800 students.

For more information please visit: <https://www.mitt.ca/>

Red River College Polytechnic

Established in 1938, Red River College Polytechnic offers over 180 credentialed programs, including Apprenticeship, Business Administration, Language Training, Nursing, Business IT, Civil Engineering Technology, Early Childhood Education and Culinary Arts.

For more information please visit: <https://www.rrc.ca/>

Université de Saint-Boniface

Founded in 1818, the Université de Saint-Boniface is the only French-speaking university in Manitoba that offers a range of college and university programs, including Education, Business Administration, Sciences, Nursing, Arts, Multimedia Communications, IT, Early Childhood Education and Social Work.

For more information please visit: <https://ustboniface.ca/>

University College of the North

Established in 2004, University College of the North serves northern communities and peoples with education, training, teaching, learning, and research, while being inclusive and respectful of diverse Indigenous and northern values. University College of the North offers adult learning, apprenticeship, diploma and degree programs, including Aboriginal and Northern Tourism and Hospitality Management, Business Administration, Electrical, Millwright, Nursing, Natural Resources Management Technology, Early Childhood Education and Carpentry.

For more information please visit: <https://www.ucn.ca/defaulted.aspx>

University of Manitoba

Established in 1877, the University of Manitoba offers undergraduate and graduate degrees in Arts, Science, Education, Engineering, Business, Health Sciences, Music, Law, Kinesiology and Social Work. The University of Manitoba is Manitoba's only research intensive post secondary institutions. Researchers at the University are currently leading local, national and international studies related to COVID-19.

For more information please visit: <https://www.umanitoba.ca/>

University of Winnipeg

Chartered in 1967, the University of Winnipeg's roots date back more than 145 years with the 1930 merger of Manitoba College (1871) and Wesley College (1888). The University of Winnipeg offers undergraduate and graduate degrees in Arts, Science, Education, Business, Kinesiology and preparatory courses in medicine, law, dentistry, pharmacy and optometry.

For more information please visit: <https://www.uwinnipeg.ca/>

Statutory Responsibilities of the Minister of Advanced Education, Skills and Immigration

Any statutes that are not assigned to a particular Minister are the responsibility of the Minister of Justice, as are any amendments to those statutes.

The department operates under the authority of the following acts of the Consolidated Statutes of Manitoba:

The Adult Learning Centres Act (c. A5)
The Advanced Education Administration Act (c.A6.3)
The Manitoba Advisory Council on Citizenship, Immigration and Multiculturalism Act (c. A6.4)
The Apprenticeship and Certification Act (c. A110)
The Brandon University Act (c. B90)
The Colleges Act (c. C150.1)
The Degree Granting Act (c. D25)
The Fair Registration Practices in Regulated Professions Act (c. F12)
The Helen Betty Osborne Memorial Fund Act (c. H38.1)
The International Education Act (c. I75)
The Labour Mobility Act (c. L5)
The Labour Administration Act (as it relates to immigration services) (c. L 20)
The Private Vocational Institutions Act (c. P137)
The Red River College Act (c. R31)
The Student Aid Act (c. S211)
The Manitoba Institute of Trades and Technology Act (c. T130)
The Université de Saint-Boniface Act (c. U50)
The University College of the North Act (c. U55)
The University of Manitoba Act (c. U60)
The University of Winnipeg Act (c. U70)

Glossary

ABCs - Agencies, boards and commissions (ABCs) are entities established by the government to carry out a range of functions and services. ABCs include councils, authorities, advisory bodies, funding bodies, professional organizations and quasi-judicial tribunals.

Alignment – The process of enabling all employees to see how their day-to-day actions are consistent with the values of the organization and how living those values is contributing to overall success. Creating alignment ensures employees are working toward the common goal, or vision.

Annual Report – Departmental annual reports are a supplement to the public accounts and provide variance explanations and background information to support the public accounts. Annual reports are either released (if the Legislative Assembly is not in session) or tabled in the Legislative Assembly (if in session) by September 30 following the fiscal year end.

Appropriation – amount voted by the Legislative Assembly approving the maximum amount that may be expended on a specific program or major activity during a fiscal year.

Main Appropriation – the total amount of each resolution passed by the Legislative Assembly as reported in the printed estimates of expenditure.

Sub Appropriation – the total amounts applicable to the various breakdowns of the main appropriations in the printed estimates of expenditure.

Balanced Scorecard – A scorecard is a business tool that shows what an organization wants to achieve (its broad priorities), and includes actions it needs to focus on to be successful. It also includes visual updates, such as the use of the colours red, yellow and green, to easily communicate progress made in each priority area. Red means “not on target,” yellow means “near target,” and green means “on target.” The ‘balance’ in a balanced scorecard refers to broadening traditional performance measures to not only include financial measures, but also customer, employee and process measures, which all play a part in helping an organization progress towards achieving its priorities.

Baseline - the current level of performance for all measures.

Borrowings – Borrowings are securities issued in the name of the province to capital markets investors. Securities include debentures, treasury bills, promissory notes, medium-term notes and Manitoba Savings Bonds.

Cascading – This is the process of developing aligned scorecards throughout an organization. Each level of the organization will develop scorecards, based on the objectives and measures they can influence from the group to whom they report. Cascading allows every employee to demonstrate a contribution to overall organizational objectives.

Consolidation Impacts – The adjustments needed to bring the revenue and expenditure of the other reporting entities (ORE) into the summary budget, and to eliminate transactions between entities to avoid duplication of revenues and expenses (ex: a government grant is counted as an expenditure of core government and is eliminated from the revenue of the ORE).

Full-Time Equivalent (FTE) – A measurement for number of positions. Every full-time regular position represents one full-time equivalent position. Other categories (ex: term, departmental, seasonal, contract) are measured in proportional equivalents, ex: a program with a vote of 1.50 term FTE could hire staff in any combination that results in a total of one-and-one-half years (or 78 weeks) of employment (ex: 6 staff for 3 months (13 weeks) each; 2 staff for 9 months (39 weeks) each; 1 full-time and 1 half-time staff for 1 year; 3 half-time staff for 1 year; etc.).

Government Reporting Entity (GRE) – Core government and the prescribed reporting organizations, such as Crown corporations, government agencies, government business entities and public sector organizations such as regional health authorities, school divisions, universities and colleges.

Grants – Public money provided to an individual, organization or another government to assist in attaining their objectives and for which the government does not receive a good or service.

Gross Domestic Product (GDP) – Represents the total market value of all final goods and services produced in the Manitoba economy.

Guarantees – The province, in the normal course of business, may provide a guarantee to honour the repayment of debt or loans of an organization, primarily GBEs. Such a guarantee is provided on the Manitoba Hydro Savings Bonds.

Initiatives – These are the specific programs, activities, projects, or actions an organization will undertake to meet performance targets. Initiatives are often projects or events that aim to improve a process or an outcome in one of the four perspectives.

Measure – A measure is a standard used to evaluate and communicate performance against expected results. Measures are normally quantitative in nature, capturing numbers, dollars, percentages, and so on. Reporting and monitoring measures helps an organization gauge progress toward effective implementation of strategy.

Mission Statement – A mission statement defines the core purpose of the organization — why it exists — and reflects employees' motivations for engaging in the organization's work. Effective missions are inspiring, long-term in nature, and easily understood and communicated.

Objective – The objective is a concise statement describing the specific things an organization must do well to execute its strategy. Objectives often begin with an action verb such as increase, reduce, improve, or achieve. Strategy Maps are comprised entirely of objectives. "Strengthen respect in our workplace" is an example of an objective on the government Strategy Map.

Other Reporting Entities – Reporting organizations in the GRE such as Crown corporations, government agencies, government business entities and public sector organizations such as regional health authorities, school divisions, universities and colleges that are directly or indirectly controlled by the government, as prescribed by Public Sector Accounting Board – excludes core government.

Perspective – In balanced scorecard language, perspective refers to a category of performance objectives (the highest category of measures that sub-measures or key performance indicators tie into). The standard four perspectives are - Financial, Client, Internal Process, and Employee Learning and Growth.

Special Operating Agencies (SOA) – Service operations within departments granted more direct responsibility for results and increased management flexibility needed to reach new levels of performance. SOAs embrace market disciplines of the private sector while adhering to the public policy imperatives of government. Annual business plans define financial goals and performance targets. SOAs have the ability to raise capital outside of the Consolidated Fund.

Strategy – This represents the broad priorities adopted by an organization in recognition of its operating environment and in pursuit of its mission. Situated at the centre of the balanced scorecard system, all performance objectives and measures should align with the organization's strategy.

Strategy Map – The strategy map is a one-page visual representation of what must be done well to execute strategy. Strategy maps reflect performance objectives spanning the four perspectives, combining to tell the organization's strategic story.

Target – The target presents the desired result of a performance measure. A target provides the organizations with feedback about performance.

Values – Values represent the deeply-held beliefs of the organization, which are demonstrated through the day-to-day behaviours of all employees. An organization's values make an open proclamation about how it expects everyone to behave. Values should endure over the long-term and provide a constant source of strength for an organization.

Vision – A powerful vision provides everyone in the organization with a shared mental framework that helps give form to the often abstract future that lies ahead. Effective visions provide a word picture of what the organization intends to ultimately become — which may be 5, 10, or 15 years in the future. This statement should contain as concrete a picture of the desired state as possible, and also provide the basis for formulating strategies and objectives. The vision serves as the guiding statement for the work being done. It should answer why the work being done is important.