

Nova Scotia Apprenticeship Agency

2018/19 Business Plan

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Strategic Direction and Context

Strategic Direction

Viewed as a key component of a successful economy in Nova Scotia, apprenticeship and trades certification is a rewarding post-secondary option for youth and those interested in practical, hands-on careers. The Apprenticeship and Trades Qualifications Act and General Regulations and the Community Colleges Act provide the legal framework for the trades training system. The Nova Scotia Apprenticeship Agency (NSAA) facilitates the system within the parameters of the Agency's Operating Charter and is comprised of the Board, Board Committees, Trade Advisory Committees, the Chief Executive Officer, and the NSAA staff.

The NSAA Board is made up of ten trade sector seats, four members-at-large and the Nova Scotia Community College Vice President, Academic. The NSAA governance model is based on accountability and industry involvement in strategic planning, oversight, resource allocation, and program outcomes. Our vision is an industry-led apprenticeship system that builds and maintains a highly skilled and diverse workforce, contributing to the economic success of Nova Scotia.

The NSAA Strategic Plan 2015-2020, was developed in partnership with industry, interested stakeholders, Board members and NSAA staff and provides direction for Agency activities in five key areas:

- Changing the culture: Inclusive, connected and industry-led
- Changing the outcome: Apprentice success
- Changing the outcome: Employer success
- Strengthening delivery: Connecting training and workplaces
- Making certification an economic driver

While each strategic direction has a unique focus, they are all interconnected, and, as each moves forward independently, they all connect to the all-encompassing goal of changing the culture of apprenticeship in Nova Scotia.

The full Strategic Plan is available at:

<http://www.nsapprenticeship.ca/sites/default/files/docs/pubs/Strategic-Plan-2015-2020.pdf>.

This Business Plan details the goals, strategies, measures and targets for 2018-19.

Operating Environment

The NSAA operates in an environment with significant population challenges namely, declining birthrates, youth, who are leaving the Province to seek employment, and an aging population currently working but planning to retire in the near future. At the same time, 44.5% of African Nova Scotians and 39% of the NS Aboriginal population are under 25. This represents 12.5% of the NS population under 25 or approximately 30,000 people. The past several years have witnessed success and growth with projects such as The Maritime Link, now in its final stages, as well as the National Shipbuilding Procurement Strategy, which will be requiring a highly skilled workforce for years to come. With Aboriginal and African Nova Scotian youth set to be key participants in the workforce of the future, we need to ensure Industry is providing a culturally responsive and inclusive work environment, so all can succeed to their full potential. Over the past several years, more Nova Scotians have been returning home, and we have an opportunity to utilize the skills and knowledge they have obtained from working in other parts of the country and internationally.

Currently, the Nova Scotia apprenticeship system recognizes 69 designated trades; 13 of these trades are compulsory certified requiring that one is an apprentice or certified in the trade in order to work legally; 8 trades are compulsory certified under another regulatory authority. Technical training is provided in 33 trades for apprentices and the remaining trades are certification-only, meaning trades practitioners, who meet the requirements, may challenge to write the certification exam. Atlantic and National initiatives are ongoing, leading to the harmonization of apprenticeship technical training across jurisdictions, and improving mobility for apprentices who work in other jurisdictions in order to continue their training. Provincial and Atlantic Trade Advisory Committee participation is critically important to the success of this work. Most apprenticeship training takes place on the job site under the supervision of a certified journeyman. The Agency has been putting in a concerted effort to increase employer participation in the apprenticeship system. Another hurdle to a successful apprenticeship system is the general lack of understanding of the value of working in a skilled trade career. Although the Agency has been successfully working to increase participation of diverse groups and women in non-traditional trades, apprenticeship training is still disproportionately attracting white males.

The Agency launched a marketing campaign in January 2018 to promote the skilled trades through the apprenticeship pathway as a strong post-secondary option. The target audiences are employers who are not engaged in the system, youth and those seeking a career in the skilled trades, parents, teachers and influencers of youth. The campaign has embedded diversity as an integral component of the advertising, materials and messaging. The Agency plans to continue the campaign throughout 2018-2019 and 2019-2020.

The Nova Scotia Apprenticeship Agency was created by Government in response to industry demands for greater involvement in the strategic and operational decisions required to improve outcomes across the apprenticeship system, from pre-apprenticeship to post-journey person training.

Risks, Opportunities, and Response Strategies

To position the apprenticeship and trades certification system to operate effectively within this environment, the NSAA regularly looks for opportunities to engage industry. NSAA makes operational and strategic decisions based on advice from the Board and the Trade Advisory Committees, labour market information, best practices, knowledge of the Nova Scotian culture and climate, and guidance from relevant Acts and Regulations.

Given the demographic challenges facing our Province, and without fundamental change in how the system operates, we risk a continued miss-match of graduates and potential apprentices with employers in high demand sectors, as well as a lack of new employers in the apprenticeship system who could increase employment opportunities for our youth.

In response, the NSAA proposes to:

- Implement a stakeholder engagement plan to ensure that employers are heard and receive good communication, and that they participate more fully in the apprenticeship system;
- work with government entities to ensure procurement practices support the use of apprentices where relevant;
- lay the ground work for expanded Youth Apprenticeship Programs to attract more apprentices;
- develop more training pathways to meet the changing needs of apprentices and employers;
- implement the recommendations from the Diversity and Inclusion Framework and Action Plan to promote and increase diversity in the apprenticeship system and ensure appropriate supports for all Nova Scotians who want to participate in the system; and
- increase harmonization in the Atlantic Provinces and across Canada for apprentices to have greater opportunity to complete their training without disruption.

In Nova Scotia, the Apprenticeship System is unique in the relationship between the Agency and the community college, for the most part, to provide technical training. The college also provides pre-apprenticeship training, which requires collaboration between the agency and the college to ensure training offered is done so using evidenced based decision making based on labor market information and industry capacity. This relationship is advanced through the Joint Stewardship Initiative and several of the actions in business plan reflect this initiative.

Action Plan (2018-2019)

Goals, Strategies, Measures, and Targets

When the Nova Scotia Apprenticeship Agency (NSAA) was created, significant amendments were made to both the Apprenticeship and Trades Qualifications Act and the Community Colleges Act and these changes paved the way for more coherent and inclusive industry engagement across the trades training system. It was recognized that to be successful the Agency needed to build strong relationships with Industry and the Nova Scotia Community College. Apprenticeship technical training was extended to include the planning and delivery of those trades programs for which the Agency maintains industry standards and issues certificates of qualification.

Strategic Direction: Change the Culture: Inclusive, Connected, and industry-led

NSAA operates on a common over-arching value of Diversity and Inclusion and is mandated to improve access to and participation in the system by Aboriginal persons, African Nova Scotians, differently-abled persons, immigrants, women and members of other under-represented groups. The Agency is working with industry to redefine the apprenticeship system to make it a more comprehensive system encompassing youth trades initiatives, bridging programs, pre-apprenticeship programming, apprenticeship, and post-journey certification.

Key Action from Strategic Plan	2018-2019 Action Plan
Implement a marketing and communications strategy to promote apprenticeship	<ul style="list-style-type: none"> • Continue roll-out of media associated with the 3-yr apprenticeship marketing and communications strategy. • Continue to work with partners, including NSCC, to develop a coordinated approach to marketing the Apprenticeship and Trades Qualifications system.
Educate apprenticeship partners on their roles and responsibilities	<ul style="list-style-type: none"> • Develop communication materials for partners, including Joint Registration Agreement holders, on their roles and responsibilities. • Develop videos accessible on the Agency's website that explain key roles and responsibilities.
Implement a stakeholder engagement plan	<ul style="list-style-type: none"> • Continue employer visits with over 1000 identified employers who have not registered an apprentice within the last 5 - 15 years and promote direct-entry options. • Further develop the recognition program for champion employers. • In partnership with Women Unlimited and Employment and Social Development Canada, pilot test an employer consortia approach to encourage the engagement of small-medium sized enterprises in apprenticeship.
Implement a Diversity and Inclusion Framework and Action Plan to guide increased diversity, both in the Agency and in the system	<ul style="list-style-type: none"> • Continue professional development with NSAA staff regarding diversity and inclusion. • Advance outstanding priorities identified in the framework regarding employer awareness, the inclusion of Persons with Disabilities, data collection, development of an equity and inclusion policy tool and developing training for examination readers. • Develop and implement a customized service approach to support the success of diverse apprentices. • Through the Aboriginal Apprenticeship Advisory Committee, support Aboriginal projects and outreach (i.e. APTEC, MFNC, MEBONS), educate community leaders about apprenticeship and further the utilization of Joint Registration Agreements. • Continue to partner with Women Unlimited to develop and implement a women-centric strategy and formalize a Women in Trades network. • Work with partners, including NSCC, to ensure culturally responsive pedagogy is implemented to create a climate of diversity and inclusion.
Support successful Board and Trade Advisory Committee leadership and participation	<ul style="list-style-type: none"> • Host a board strategic thinking session to position board priorities. • Continue work with CanTraq to illuminate sectoral trends and issues. • Revisit good governance training for Board Members. • Focus on recruiting diverse participants for the Trade Advisory Committees.
With our education partners, expand Youth Apprenticeship Programs	<ul style="list-style-type: none"> • Grow the participation in youth programs and explore new opportunities in Landscape Horticulturist. • Develop and implement programming in response to the Transition Task Force recommendations.
Create partnerships to increase the use of apprentices in public sector procurement practices	<ul style="list-style-type: none"> • Work with the Department of Transportation and Infrastructure Renewal and Municipal Depots to ensure all subcontracted work in the compulsory trades is subject to review for compliance. • Monitor the new procurement strategy and expand to the university and health sectors.
Implement a Trade Regulation Framework for designated occupations that are regulated under the <i>Technical Safety Act</i> .	<ul style="list-style-type: none"> • Gasfitters, Oil Heat System Technician, Communications Technician will be complete in 2017-2018. • In 2018-2019, complete training pathways for Crane Operators and Power Engineers

Build partnership with NSCC to further enhance the Joint Stewardship Initiative	<ul style="list-style-type: none"> Design measurements for effectiveness of work of the Joint Stewardship Initiative, to ensure Agency and NSAA continue to build an apprenticeship system that meets the mandates of both organizations.
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Performance Indicators

Description of Measure	Benchmark	2018-2019 Target
Increased number of employers with apprentices	1867 (2015-16)	2180
Increased percentage of diverse apprentices	9.79% (2015-16)	11%

Discussion

The Nova Scotia Apprenticeship Agency recognizes that a successful apprenticeship system should acknowledge and provide for the various needs of each trade, establish relevant and integrated training pathways and enable trade direction and advice regarding each program, all the while moving apprentices along their journey without interruption. The number of apprentices from diverse populations as well as women in non-traditional trades continues to grow year after year. With the changing demographics in Nova Scotia, the Agency has to continue to promote apprenticeship to diverse groups and build relationships with community-based organizations.

Strategic Direction: Changing the Outcome: Apprentice Success

For apprentices to successfully complete all aspects of training they must complete the required hours of on-the-job training, attend classroom technical training, obtain sign-off on skills achieved and pass a certification exam upon completion of training. Supporting apprentices to complete training in a timely manner is related to apprentice success which in turn increases productivity in the Nova Scotia labour market.

Key Action from Strategic Plan	2018-2019
Develop a culture of customer service, including service standards for all Agency programs	<ul style="list-style-type: none"> Create and publish service delivery standards for implementation when the Apprenticeship Management System goes live in Fall/Winter 2018. This includes re-defining touchpoints with clients and ensuring that supports to apprentices and employers are enhanced. Develop the NSAA Learning Commons and develop programs for Math, Apprenticeship 101 and Mentoring.
Help students link career exploration in the skilled trades to effective career decision-making	<ul style="list-style-type: none"> Deliver presentations to youth on the apprenticeship system in schools and school-based events and educate educators on the apprenticeship option. Develop a portable interactive booth/display for use at youth events. Support the Trades Exhibition Hall to facilitate students exploring a career in the skilled trades. Support Skills Canada-Nova Scotia in its youth outreach programs and preparing to host the 2019 National Skills competition. Continue to develop the Agency’s social media Facebook campaign to influence the parents of youth.
Develop outreach/bridging programs to increase participation by diverse groups	<ul style="list-style-type: none"> Support females in secondary school to explore careers in the skilled trades through Techsploration and targeted Skills Canada-Nova Scotia sessions. Continue to expand implementation of Apprenticeship 101 in Aboriginal and African Nova Scotian communities to increase awareness of apprenticeship as a viable post-secondary option. Grow the participation of diverse participants in enhanced direct entry programs and the summer youth apprenticeship program. Working with community partners, develop an Afrocentric approach to apprenticeship in selected trades and continue to support the East Preston Empowerment

	<p>Academy in its efforts to support trade practitioners gain trade certification.</p> <ul style="list-style-type: none"> • Complete an enhanced direct entry program for Carpentry with the First Nations communities in Cape Breton.
Increase outreach to students in relevant pre-employment programs	<ul style="list-style-type: none"> • Deliver presentations on the apprenticeship system to all pre-apprenticeship classes. • Educate pre-apprenticeship students on compulsory trades at all pre-apprenticeship classes. • Create opportunities to bring pre-apprentices together during the academic year outside of class to promote apprenticeship. • Develop a welcome package for students interested in pursuing apprenticeship. • Distribute a letter to new pre-apprenticeship students congratulating them on their studies and making the connection of these studies to apprenticeship.
Expand and improve training pathways through alternative delivery and competency-based approaches	<ul style="list-style-type: none"> • Work with our Atlantic partners to grow and improve alternate delivery options in the region, including supports to achieve full scope of trade. • Formalize a new enhanced direct-entry apprenticeship training pathway and document key features and associated policy.
Create training pathways in certification-only trades	<ul style="list-style-type: none"> • Continue to implement the flexible training pathways for 9 certification-only trades: <ul style="list-style-type: none"> -Concrete Finisher- Identify Trades Qualifiers and develop Logbook -Motorcycle Mechanic- Develop Logbook and review Motorcycle & Power Products Repair course through NSCC - Partsperson - Develop Logbook and identify training provider -Baker- Finalize Logbook, implement Level 1 training -Floorcovering Installer/ Tilesetter -Cabinet Maker-Finalize Logbook -Alarm & Security- -Blaster • Identify training pathways for selected low-volume trades.

Performance Indicators

Description of Measure	Benchmark	2018-2019 Target
Percent of apprentices who complete their training within 6 years	N/A	54.54
Increase number of Red Seal Certifications Issued	713 (2015-16)	900
Increased percentage of trades with training pathways	45% (2015-16)	65%

Discussion

Although the number of employers and apprentices in the system fluctuates and is strongly influenced by economic conditions, the numbers are increasing. Nova Scotia is in the process of updating programs, including curriculum, examinations, and policies and processes to align with both the National and Atlantic harmonization recommendations and timelines. In addition, work is well underway to create training pathways for an additional 10 trades. The number of certifications issued over the past couple of years has fluctuated but remains constant.

Strategic Direction: Changing the Outcome: Employer Success

NSAA continues to empower employers by having an industry-led apprenticeship system that builds and maintains a highly skilled and diverse workforce contributing to the economic success of employers and Nova Scotia, while remaining flexible and adapting to changing economic and industry conditions.

Key Action from Strategic Plan	2018-2019
Develop supports to help employers find apprentices and to help apprentices find jobs	<ul style="list-style-type: none"> Through the Aboriginal Employer Engagement subcommittee of the Aboriginal Apprenticeship Advisory Committee, share success stories and reach out to employers who are within a 30km drive of a First Nation community to promote new apprenticeship opportunities for community members.
Promote direct-entry into apprenticeship to employers	<ul style="list-style-type: none"> Develop and incorporate relevant key messages into all communication materials used with employers. Work with Employer Engagement Specialists in NS Work Centres across the province to increase their understanding of apprenticeship training with the objective of engaging employers in direct-entry options with NS Works clients.
Improve and promote START incentive program for employers who hire apprentices	<ul style="list-style-type: none"> Promote Apprenticeship START with employers to encourage hiring of diverse apprentices.
Transform services, structures, and supports to ensure success of the apprentice/employer relationship	<ul style="list-style-type: none"> In anticipation of implementing the new shared Apprenticeship Management System(AMS), redesign service delivery to improve supports to the employer/apprentice relationship. Implement a change management strategy for staff, apprentices and employers to facilitate a smooth transition to AMS. Focus field support on supporting the success of the employer/apprentice relationship, encouraging stronger engagement by participating employers in the training of their apprentices. Implement a large employer support model.
Increase and enhance Joint Registration Agreements (JRAs) with other sectors, First Nations and other diverse groups	<ul style="list-style-type: none"> Launch the JRA Guide and begin the re-negotiation of JRAs in the province. Develop a JRA with Women Unlimited. Develop consistent field support model for JRAs.
Make mentoring resources more widely available to enable better skill transference from the journey person to the apprentice	<ul style="list-style-type: none"> Continue the implementation of the new mentoring program with journeypersons and apprentices. Enhance mentoring programs in technical training to improve the experience of apprentices. Make mentoring supports a regular feature of Joint Registration Agreements. Incorporate mentoring outcomes in all Agency funded programs where appropriate.

Performance Indicators

Description of Measure	Benchmark	2018-2019 Target
Increasing the percentage of direct entry apprentices	53% (2015)	53%
Increasing the number of employers who are participating in the apprenticeship system for the first time	141	280
Increasing percentage of pre-apprentices registering as apprentices in compulsory trades	33% (2016-17)	35%

Discussion

The NSAA is committed to increasing stakeholder engagement in the apprenticeship system and is working to encourage employers who are eligible to register and train apprentices. Employers engaged in the system continues to increase. Nova Scotia needs to continue building a well-educated and highly-skilled workforce and the apprenticeship system plays a unique and critical role in this process. The system also continues to assist in the direct transfer of knowledge and skills from one generation to the next (as is so important in an aging workforce).

Direct-entry apprenticeship, for those entering the apprenticeship program without credit from a college diploma, is an option not well understood by Nova Scotians. Continued highlighting of this option, and a further reducing of barriers, will help to change the culture and move the apprenticeship and trades certification system along the path of inclusivity.

Strategic Direction: Strengthening Delivery: Connecting Training and Workplaces

Surveys are carried out every 2 years with both apprentices and employers as a way to gather information on apprenticeship training (from apprentices) and technical training (from employers). 2018-2019 will see the launch of the new online Apprenticeship Management System and will fundamentally change how we interact with employers and workplaces.

Key Action from Strategic Plan	2018-2019
Develop a pre-entry pathway for potential apprentices through the NSCC and other providers	<ul style="list-style-type: none"> Deliver an enhanced direct entry program for the motive power trades in Yarmouth and continue the programming in MVBR (Sydney) and AST (Truro). Evaluate the MVBR and AST enhanced direct-entry programs and make improvements to the programs. Deliver an enhanced direct-entry pilot program with Hairstylists. Explore opportunities to deliver further enhanced direct-entry options in communities where a specific labour market need exists.
Provide resources for pre-apprenticeship and apprenticeship technical training, in accordance with industry needs, to increase system success	<ul style="list-style-type: none"> Implement a Training Quality Framework for apprenticeship training including an in-depth review of examination results. Support pre-apprenticeship and apprenticeship technical training deliverers to incorporate Atlantic and national harmonization for each approved trade program. Plan, coordinate and deliver NSAA/NSCC professional development sessions for pre-apprenticeship and technical training instructors. Work with training providers to develop and offer pre-apprentice and apprentice technical training based on evidence-based decision making, using labour market information.
Develop and implement a review cycle for pre-apprenticeship and apprenticeship technical training programs to increase system success	<ul style="list-style-type: none"> A preliminary review of examination results has identified the following trades for review: Sheet Metal Worker, Machinist, and Gasfitter (in progress). Include as part of the TAC/PAC program reviews.
Develop and implement a new IT system that is cost-shared with the other Atlantic provinces	<ul style="list-style-type: none"> Continue the development of future-state process and implement in the Fall 2018. This includes a robust Change Management Strategy for both internal and external stakeholders.
Implement trade harmonization for selected trades	<ul style="list-style-type: none"> Implement Phase II of the AAHP on the following trades: truck and transport mechanic, heavy duty equipment technician, automotive service technician, sprinkler system installer, construction boilermaker, and industrial mechanic (millwright). Implement Phase III and IV of the CCDA Harmonization Initiative. Build common requirements and communicate results through AMS.
Support lifelong learning through post-journey initiatives, include the Atlantic Trades Business Seal	<ul style="list-style-type: none"> Explore post-journey training in partnership with the Automotive Sector Council to encourage training on technological advances. As a result of a successful pilot program in 2017-2018, launch the ATBS program.

Performance Indicators

Description of Measure	Benchmark	2018-2019 Target
Increased satisfaction with apprenticeship training by apprentices	77% (2014)	80% (2018)
Increased satisfaction with apprenticeship training by employers	76 (2014)	80% (2018)
Investment in technical training	\$5.3 M	\$6.9 M

Discussion

The apprentice registration system continues to become more efficient, allowing employers and apprentices to balance their training needs and work commitments. The Agency recognizes the importance of service delivery to the apprenticeship system. Employers and apprentices are busy and the Agency is reviewing its service delivery approach to ensure we are meeting the needs of clients. The launch of the new online Apprenticeship Management System will further streamline and build efficiencies in the process.

Strategic Direction: Making Certification an Economic Driver

Employer engagement and the labour market are integrally linked. Employers fully engaged with the apprenticeship system are essential for continued success. The NSAA works closely with stakeholders to promote voluntary compliance; however, there must also be a fair and reactive enforcement component. In order to enhance and improve compliance and enforcement, the NSAA established an Advisory Group. This group, comprised of stakeholders, provides advice and recommendations on all facets of enforcement and as a result, many significant changes to the way enforcement is carried out are under consideration. These changes may include revisions to the Act, revised policies and procedures, improved forms and reports, adding enforcement tools and establishing methods of accountability.

Key Action from Strategic Plan	2018-2019
Implement a capacity-planning tool for the system to better meet labour market needs	<ul style="list-style-type: none"> With our Atlantic partners, pilot the Atlantic model of the CanTraQ LMI Qualifications database to assist in regional labour market planning for the skilled trades. Expand the results of the LMI Construction Electrician pilot to other trades.
Develop and maintain trade profiles and other labour market information for system leaders and users	<ul style="list-style-type: none"> Use CanTraQ and other data to support the renewal and dissemination of trade profiles and HR outlooks.
Achieve system harmonization with our Atlantic colleagues	<ul style="list-style-type: none"> Support sustainability planning of Atlantic Apprenticeship Harmonization Project. Undertake the harmonizing of Recognition of Prior Learning policy.
Improve mobility of Nova Scotia apprentices, both nationally and regionally	<ul style="list-style-type: none"> Monitor the ease at which pre-apprentices and apprentices can continue their training when they need to be mobile to work. Improve the data collection regarding permanent and temporary mobility.
Increase enforcement capacity through strategic partnerships	<ul style="list-style-type: none"> Continue to work with Occupational Health and Safety on the 'Ask for the Card' campaign through both certification and safety blitzes in higher priority regions of the province. Work with Motor Carrier Division to ensure all individuals licensed to complete motor vehicle inspections are certified with the Agency.
Develop a compliance and enforcement plan and carry out pilots to test new approaches	<ul style="list-style-type: none"> Adopt measures to improve the capacity to enforce the Apprenticeship and Trades Qualifications Act and associated regulations. Work with the Compliance and Enforcement Advisory Group to streamline processes to reduce administration and prioritize enforcement. Ensure adequate enforcement coverage in Cape Breton. Visit trades shows to educate the public on the compulsory trades.

Performance Indicators

Description of Measure	Benchmark	2018-2019 Target
Increased compliance	84%	85%
Number of new apprentices registered as a result of enforcement action	30 (2016-17)	32
Number of trade qualifiers who attempted the exam as a result of enforcement actions	17 (2016-17)	19

Discussion

There are 13 compulsory-certified trades under the Apprenticeship Trades and Qualifications Act. Ensuring that only apprentices and certified individuals are working in the compulsory-certified trades creates a level playing field for those who are complying with Nova Scotia Trade Regulations, contributes to a compliance culture, increased work quality, and higher quality expectations from consumers.

The two (2) NSAA Compliance Officers completed 665 workplace inspections in 2016/17. Targeted compliance initiatives in the Motor Vehicle Body Repairer trade, Sheet Metal Worker trade and Refrigeration and Air Conditioning trade resulted in an increase in the number of apprentices in those trades.

Links to Additional Information

Additional information can be found on the Nova Scotia Apprenticeship Agency (NSAA) website:

NSAA 2015-2020 Strategic Plan:

<http://nsapprenticeship.ca/sites/default/files/docs/pubs/Strategic-Plan-2015-2020.pdf>

NSAA Annual Report: Staying Connected 2016-17

<https://nsapprenticeship.ca/sites/default/files/docs/pubs/Annual-Report-2016-17.pdf>

NSAA Statistical Report 2016-17

<https://nsapprenticeship.ca/sites/default/files/docs/pubs/stats-2016-17.pdf>

Minister's Advisory Panel on Apprenticeship: Reference Group's Report on Employer Engagement in Apprenticeship, 2013

<http://nsapprenticeship.ca/sites/default/files/docs/pubs/RefGroupReportEmployerEngagement.pdf>

Nova Scotia Apprenticeship and Trades Qualifications Act

<http://nslegislature.ca/legc/statutes/apprenticeship%20and%20trades%20qualifications.pdf>

Operating Charter: Nova Scotia Apprenticeship Agency, 2014

<http://nsapprenticeship.ca/sites/default/files/docs/pubs/NSAA-operating-charter.pdf>

NSAA Diversity and Inclusion Framework

<https://nsapprenticeship.ca/sites/default/files/docs/pubs/diversity-report.pdf>