

Advanced Education and Career Development

Business Plan 1997-1998 to 1999-2000

Accountability Statement

This Business Plan for the three years commencing April 1, 1997 was prepared under my direction in accordance with the Government Accountability Act and the government's accounting policies. All of the government's policy decisions as at April 10, 1997 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.



Clint Dunford
Minister of Advanced Education and Career Development
April 12, 1997

Introduction

Advanced Education and Career Development is dedicated to building strong communities and a strong Alberta by helping people become self-reliant, capable and caring through lifelong learning. We promote prosperity for Alberta and its people by ensuring that we have a highly educated and skilled workforce, and by fostering the creation of new knowledge - key components of the Alberta Advantage.

The 1997-2000 business plan continues the work of the previous three business plans by maintaining the strategic direction to attain the goals of accessibility, responsiveness, affordability, accountability, research excellence and efficiency. The plan also outlines strategies to address emerging issues.

Since the release of the *New Directions* policy framework in 1994, the Ministry has initiated public consultations on several key issues such as research excellence, performance-based funding, key performance indicators for public post-secondary institutions, learning enhancement, adult development reform and a new vision for apprenticeship and industry training in the future. In addition, learners and partners were asked for specific feedback on the business plan at two Minister's Forums on Adult Learning and through a survey of several hundred Albertans. The feedback received through these consultations has informed this business plan and alerted the Ministry to emerging issues and concerns.

At the request of the Premier, the Ministry has been asked to take the lead role to work with other departments on the development of a provincial human resource strategy. *People and Prosperity* is based on a vision of Albertans reaching their potential - being self-reliant, able to participate in the workforce and contributing to the economy and their communities to the full extent of their interests and abilities.

Vision

Albertans have a vision for the future of adult learning in our province:

Albertans are recognized globally for the excellence of their knowledge, skills, attitudes and experiences that enable them:

- ♦ *to take responsibility for shaping their futures,*
- ♦ *to participate in a changing economy and work force,*
- ♦ *to create new knowledge, and*
- ♦ *to enrich the quality of life in their communities.*

Mission

All individuals and groups who provide or benefit from opportunities to learn, share the responsibility for realizing the vision for adult learning in Alberta. The Ministry has a key role to play.

Advanced Education and Career Development will lead and work with other partners to set new directions for adult learning, and to provide Albertans with an accessible, responsive, and affordable system of quality adult learning that is accountable for results.

Core Businesses

The Ministry's core business is to provide leadership to the adult learning system to achieve:

- ♦ the creation of new knowledge essential to the development and future prosperity and preservation of Alberta and its people.
- ♦ the sharing of knowledge and skills essential to the personal, social, cultural and economic well-being of individual Albertans and to the prosperity of the province

by:

Supporting adult learning to ensure that adult learners have access to quality learning opportunities through the provision of:

- ♦ policy development and consultation
- ♦ program standard development and monitoring
- ♦ funding support
- ♦ information.

Supporting adult learners in achieving their economic, social and cultural goals through the provision of:

- ♦ information and consultation to access learning and work
- ♦ financial support.

Challenges

The 1997-2000 Business Plan recognizes significant challenges facing the adult learning system. Some of the key challenges include:

Technological Change

The rapid pace of technological innovation is driving change in how, where and to whom learning opportunities are offered. This integration of educational technologies necessitates changes to curriculum delivery on and off campus, faculty and staff professional development, student and learning support services, and the technological infrastructure needed to accomplish this. This business plan will continue to allocate \$10 million per year to the Learning Enhancement Envelope.

Globalization

Globalization and rapid technological developments are changing the Alberta economy, our workplaces and the types of work we do. Education in the form of knowledge and expertise is becoming an exportable commodity. Alberta post-secondary institutions face increasing international competition. Appropriate learning opportunities must be available to ensure Albertans can take advantage of emerging business and work opportunities in the increasingly competitive international marketplace.

Changing World of Work

The world of work is rapidly becoming knowledge-based. Lifelong learning is required to maintain a well qualified labour force with skills to match employment opportunities. Individuals displaced

from their jobs, people already in the workforce, as well as youth and new entrants to the job market will look to the adult learning system to assist them in developing the skills required for employment. The system must continuously adapt to meet needs, including credit for prior learning, viable career paths and flexible program delivery. This business plan will allocate \$2.5 million per year for the next three years to the Learning Transitions for Youth initiative.

Accessibility

Alberta is set to experience another wave of young people "coming of age" to enter post-secondary education as the population of 18-24 year olds increases. Completing a post-secondary education is viewed by Albertans as increasingly important. Also, adults in the workforce need retraining to maintain employment. Therefore, the adult learning system must be prepared to respond to new demands for access to relevant and flexible learning opportunities. This business plan will allocate over \$26 million in 1997-98 to the Access Fund.

Learner Assistance

Learner assistance is an area that requires continuous evaluation and adjustment. Income-sensitive repayment arrangements have been introduced to assist learners. Financial assistance will be increased to accommodate rising costs such as tuition. Remission payments will be made to ensure that debt levels of high need learners are manageable. The Ministry strives to ensure that financial need is not a barrier to accessing learning. This business plan will provide \$272 million in support to adult learners in 1997-98 as well as an additional \$71 million to cover the future cost of remission, interest, and risk premiums on student loans issued during the year.

Research Excellence

Cultural, social and economic development increasingly depends on access to knowledge and technologies. Highly qualified scientists and scholars are key to performing state of the art research and accessing world-wide knowledge. The challenge for Alberta universities will be to attract and maintain talented researchers. This business plan will increase its allocation to \$3.5 million per year to the Research Excellence Envelope.

Rationalization of Labour Market Programming

Alberta has signed a Canada/Alberta Labour Market Development Agreement that will result in Alberta having responsibility for all labour market programs and services in the province, including those for federal clients. Over the next several years the challenge for the Ministry will be to implement this agreement. Implementation will result in rationalized delivery of labour market programs through a single window, better quality service to clients, and reduced costs to taxpayers. The Government of Canada will contribute up to \$317 million from the Employment Insurance Account to the Government of Alberta over the next three years as well as administrative costs to provide client needs assessment, employment counselling and job placement services to Employment Insurance clients.

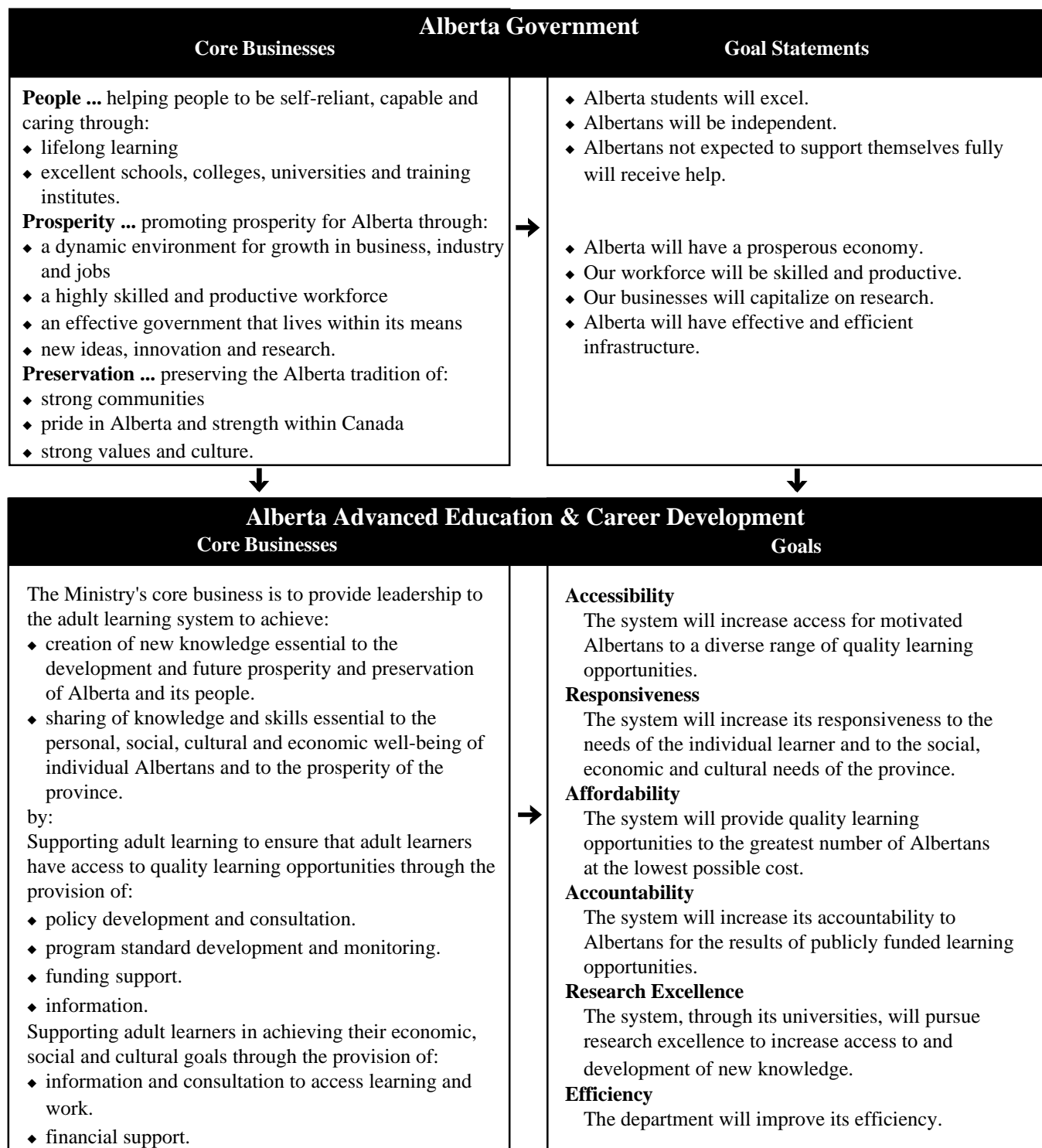
Infrastructure Renewal

Renewal and maintenance of the adult learning system's infrastructure is a shared responsibility involving institutions and the government. Institutions are to provide for the maintenance and betterment of capital assets including buildings and equipment. However, operations grants are inadequate to support the ongoing maintenance and renewal of the infrastructure. The Infrastructure Renewal Envelope initially targeted funds to replace and update equipment. This business plan will

allocate a total of \$120 million over the next three years for the Infrastructure Renewal Envelope targeted towards the restoration of buildings as well as upgrading equipment.

Effective Government

The Ministry is committed to the government mission of: "An open and accountable government that leads the province in achieving its vision and ensures Albertans have access to quality programs and services at an affordable cost."



Business Plan Goals, Objectives and Strategies

Accessibility

The system will increase access for motivated Albertans to a diverse range of quality learning opportunities.

Objective	Strategies
Increase the range of learning opportunities and delivery mechanisms for adult learners.	<ul style="list-style-type: none"> ◆ Implement and monitor Access Fund programs and evaluate performance. ◆ Facilitate and support system-wide change that integrates technology and learning. Encourage the development of effective alternate methods of delivery across the adult learning system to serve learners in ways, times and places suited to their needs and more effectively link teachers, students and curriculum. <ul style="list-style-type: none"> ◆ Learning Enhancement Envelope: Priority for learner accessibility will shift to expand opportunity, improve learning and increase productivity by integrating educational technologies with learning through investments in curriculum, faculty and staff development, learning and student support, and technology infrastructure. ◆ Expand opportunities for youth in apprenticeship and industry training. ◆ Further develop flexible mechanisms to assist Albertans pursuing apprenticeship and industry training. ◆ Work with Alberta Education to coordinate strategies between schools and the post-secondary system for the integration of technologies into teaching and learning.
Ensure that Albertans have access to information and career consulting that allows them to make better decisions.	<ul style="list-style-type: none"> ◆ Improve information and counselling services to assist Albertans in making effective decisions about learning opportunities. ◆ Develop and support the concept of a comprehensive and integrated electronic information service for adult learners through the Internet, which will ultimately deliver a wide array of information and application services.

Responsiveness

The system will increase its responsiveness to the needs of the individual learner and to the social, economic and cultural needs of the province.

Objective	Business Plan Strategies
Improve the knowledge and skills of Albertans, particularly as they relate to employability.	<ul style="list-style-type: none"> ◆ Develop a Learning Transitions for Youth initiative, as identified in <i>People and Prosperity</i>, which will prepare young adults for a changing world of work with knowledge, development of workplace skills and attitudes, and information about careers that require skill development, though not necessarily degrees or diplomas. ◆ Implement the Canada-Alberta Labour Market Development Agreement with the objective that provincial management of labour market programs and services will be sensitive to client needs and will eliminate duplication and overlap. ◆ The Ministry, working with Family and Social Services, will redesign as appropriate the provincial labour market and income support programs and delivery systems to improve their efficiency and responsiveness to Albertans. ◆ Work with Alberta Education to achieve the common goal of facilitating successful transitions for young people between school to work, school to school and work to school. ◆ Evaluate the applied degree pilot project established to respond to the knowledge and skill requirements of Alberta's changing economy.

Responsiveness *(continued)*

Objective	Business Plan Strategies
<p>Improve the effectiveness of adult learning providers in meeting the goals established for the adult learning system.</p>	<ul style="list-style-type: none"> ◆ Complete the implementation of the funding mechanism to encourage and reward excellence in publicly supported post-secondary education. ◆ Beginning in 1997-98 the Performance Envelope will allocate funding to reward and encourage excellence for universities, colleges, technical institutes, and government funded private colleges with accredited programs. The net minimum reward to each institution will be one percent of its general operations grant. Additional awards will be based on a report card of achievement. ◆ Encourage the development of centres of program specialization in public post-secondary institutions to ensure quality, cost-effectiveness and efficiency.
<p>Ensure transferability of credentials and mobility of Albertans.</p>	<ul style="list-style-type: none"> ◆ Create new paths for completing degrees to provide Albertans with learning opportunities that build on their completion of diploma and university-transfer programs. ◆ Improve the transfer of courses to assist Albertans to progress through the adult learning system. ◆ Promote the development of policies to assess and recognize individuals' prior learning accomplishments. ◆ Implement an alternate certification mechanism for Apprenticeship and Industry Training as required by the Agreement on Internal Trade. Develop strategies to recover costs related to learning assessments. ◆ Lead changes to provide interprovincial mobility of workers as outlined in the Labour Mobility Chapter of the Agreement on Internal Trade. ◆ Work with other partners, through the Council of Ministers of Education, Canada to implement a national agenda to support continued improvement of quality adult learning and mobility of Canadians.
<p>Align adult learning system policies to anticipate and respond to a changing environment.</p>	<ul style="list-style-type: none"> ◆ Initiate reforms to adult development programming that focus on learner and employer needs, and are career focused, outcome based, articulated and cost effective. ◆ Continue consultation with stakeholders to ensure that adult learning is responsive to the needs of Albertans (e.g. Minister's Forum on Adult Learning). ◆ Respond to recommendations arising from the consultation on Apprenticeship and Industry Training. ◆ Develop a new process for approving institutional programs. ◆ Develop an accreditation process for private institutions wishing to grant degrees. ◆ Charge fees for approval of out-of-province degree granting institutions and increase fees for licensing of private providers. ◆ Lead the transition to board governance for Alberta Vocational Colleges.
<p>Maximize the economic benefits of immigration.</p>	<ul style="list-style-type: none"> ◆ Continue negotiations of a new Canada/Alberta Immigration Agreement with Citizenship and Immigration Canada defining Alberta's role pending confirmation of predictable, adequate, and equitable federal financing arrangements for settlement and integration.

Affordability*The system will provide quality learning opportunities to the greatest number of Albertans at the lowest possible cost.*

Objective	Business Plan Strategies
<p>Realign the responsibility of learners, providers, business, and government for the cost of adult learning.</p>	<ul style="list-style-type: none"> ◆ Introduce a tuition fee policy for apprentices so they contribute to their formal training consistent with benefits received. The Ministry, in partnership with Human Resources Development Canada, will provide needs based financial assistance. ◆ Maintain existing tuition fee policy for public post-secondary learners. This policy is based on the view that learners will assume a share of financial responsibility for their learning in line with the benefits they receive. ◆ Continue investment in infrastructure renewal. <ul style="list-style-type: none"> ◆ Increase funding to the Infrastructure Renewal Envelope to help institutions restore buildings as well as to update equipment. This will ensure that Alberta continues to have a first-rate infrastructure supportive of adult learning. Institutions are expected to contribute an equivalent amount from internal or non-government sources. ◆ Delegate to institutions the responsibility for scheduling apprentices into their formal instruction.
<p>Ensure affordability for learners.</p>	<ul style="list-style-type: none"> ◆ Increase financial assistance to accommodate rising costs including tuition. ◆ Work with the federal government to improve the delivery and administration of financial assistance by harmonizing Alberta and federal student loan programs. ◆ Continue the development and implementation of a comprehensive strategy for ensuring debt levels are manageable for learners and their families, in cooperation with the federal government. ◆ Review non-repayable assistance programs to ensure they are addressing the areas of greatest need. ◆ Replace Alberta Educational Opportunity Equalization Grants with loans.

Accountability*The system will increase its accountability to Albertans for the results of publicly funded learning opportunities.*

Objective	Business Plan Strategies
<p>Improve the accountability of adult learning providers in meeting the goals established for the adult learning system.</p>	<ul style="list-style-type: none"> ◆ Require providers to measure and report on performance through an accountability framework based on key performance indicators, to advise Albertans of results achieved in publicly funded learning opportunities. Enhance departmental reporting systems and processes necessary to report back to stakeholders and the public. Ensure that key performance indicators for public and private providers are consistent and comparable.

Research Excellence*The system, through its universities, will pursue research excellence to increase access to and development of new knowledge.*

Objective	Business Plan Strategies
<p>Maintain and enhance basic research excellence at universities.</p>	<ul style="list-style-type: none"> ◆ Continue implementation of the action plan based on the report, <i>fostering excellence - A Policy Framework for Alberta's University Research System</i>. ◆ Invest in research infrastructure. ◆ Research Excellence Envelope - Funding will enable universities to attract talented researchers and graduate students in areas of identified strengths. Funds are allocated on the basis of excellence as defined by institutional success in federal granting council competitions, the proportion of institutional activity devoted to research, and beginning in 1997-98 centres of research excellence awards. ◆ Work with other departments to develop an Intellectual Infrastructure Partnership initiative that would make investments in research infrastructure through partnerships between government and the private sector.

Objective	Business Plan Strategies
Align departmental business and structure to support government direction and department priorities.	<ul style="list-style-type: none"> ◆ Measure Ministry performance and publish results. ◆ Review regulations to eliminate those that are unnecessary and improve the quality of those that remain. ◆ Participate with other government ministries to create a coherent information technology strategy across government. ◆ Implement a structure for information management that supports and enables the Ministry to work with stakeholders to address the needs of the adult learning system. ◆ Support the development of a learning organization.
Streamline administration.	<ul style="list-style-type: none"> ◆ Continuously review and improve department processes. ◆ Meet 1998-99 budget targets for administration.

Relationship to Government Key Performance Measures

Alberta Government
Educational Attainment, Literacy and Numeracy Levels, Skill Development, Job Creation, and Adoption of New Technologies



Alberta Advanced Education & Career Development			
Goals	Performance Indicators	Results	Targets
Accessibility	◆ Adult Participation Indicator	Adults who participated in programs and/or courses in Alberta: <i>1991</i> <i>1993</i> 38.6% 40.1% Alberta ranked first in Canada the last two years for which data are available.	Maintain ranking
Responsiveness	◆ Public Satisfaction Indicator ◆ Learner Satisfaction Indicator ◆ Employability Indicator	Adult Albertans somewhat to very satisfied with adult learning in Alberta: <i>1994-95</i> <i>1995-96</i> 62 - 70% 72 - 75% Adult learners very or somewhat satisfied with adult learning in Alberta: <i>1994-95</i> <i>1995-96</i> 85 - 94% 83 - 93% Percentage of 1990 graduates employed in 1992: ◆ Universities 91% ◆ Technical Institutes 89% ◆ Colleges 91% ◆ Alberta Vocational Colleges 88%	Improve to over 80% Maintain over 80% Improve to over 90%
Affordability	◆ Annual Institutional Cost per Full-Load Equivalent Learner	<i>1993-94</i> <i>1994-95</i> ◆ Universities \$13,290 \$12,787 ◆ Colleges \$12,369 \$11,751 ◆ Technical Institutes \$13,207 \$11,767 ◆ Alberta Vocational Colleges \$ 5,732 \$ 4,597	2% reduction per year
Accountability	◆ Annual Report: Institutional Key Performance Indicators ◆ Annual Report: Departmental Performance Measures	◆ Measuring Up: Government Performance Measures ◆ Three-Year Business Plans	
Research Excellence	◆ Research Excellence Indicator	Award to Alberta universities by the federal granting councils for sponsored research per full-time faculty member: <i>1992-93</i> <i>1993-94</i> \$19,646 \$19,549 Alberta ranked third in Canada in each of the last two years for which data are available.	Maintain or improve ranking
Efficiency	◆ Total administrative reductions as a percentage of the total administrative budget.	Departmental expenditure reductions of 16.6% from 1992-93 to 1995-96. Total departmental staff reductions of 23.1% from 1992-93 to 1995-96.	Achieve 20% administrative expenditure reduction by 1998-99

The Ministry has introduced key performance indicators (KPI's) for public post-secondary institutions to generate more detailed and timely information on employment, annual cost per learner, research excellence and learner satisfaction. Preliminary KPI information will be available in 1997. This will assist the Ministry in setting targets for key ministry indicators.

Personnel Administration Office Business Plan

Mission/Vision

Preferred Future of the Alberta Public Service

As the Alberta government's central human resources arm, the Personnel Administration Office (PAO) is working on behalf of government and the people it serves to help define the Alberta Public Service of the future. What can Albertans expect of their provincial public service? How can the public service best meet the needs of the province's citizens? Government has endorsed the following preferred future to use as a guide:

The Alberta Public Service is respected for its attitudes, knowledge and skills, its effective management of public policy and its dedication to achieving quality, affordable services for Albertans.

Vision and Mission of the Personnel Administration Office

Our vision is to be the model for corporate public service human resource practices in Canada. Our mission is to develop corporate human resource strategies and policy frameworks that enable departments to fulfil their business plans and achieve the preferred future of the Alberta Public Service.

Core Businesses

To support the business of departments and the direction of government, our core businesses are to develop corporate human resource strategies and policy frameworks for:

- ◆ benefits
- ◆ classification and compensation
- ◆ labour relations
- ◆ occupational health and safety
- ◆ staffing and workforce adjustment
- ◆ workforce development

PAO also provides select services such as executive recruitment, collective agreement negotiation and an employee assistance program for Alberta Public Service employees. In addition, PAO provides leadership in implementing improved human resource information management strategies and processes in government.

Goals

- ◆ Have corporate human resource strategies and policies that are consistent with the government's direction, that assist departments in achieving their business plans and achieve the preferred future of the Alberta Public Service.
- ◆ Provide expert consulting on our core businesses and direct service in the areas of executive recruitment, collective agreement negotiation and employee assistance.
- ◆ Continue review and update of the human resource regulations and policy directives to ensure they support the government's Regulatory Reform initiative.

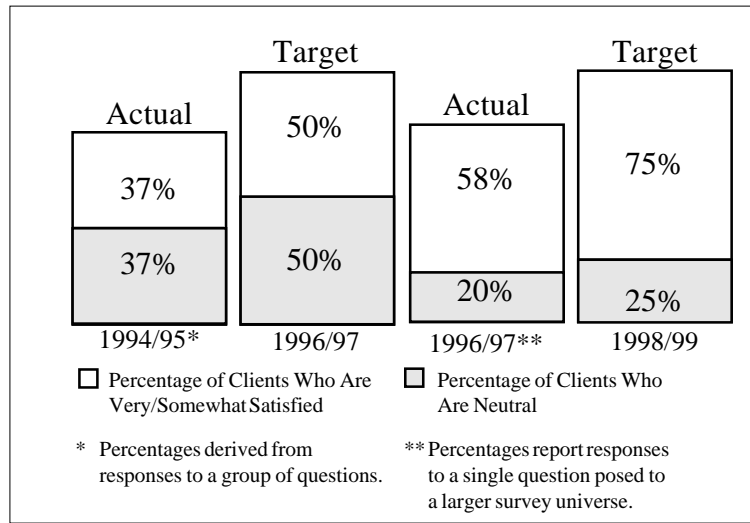
Core Strategies

Our core strategies for how we do business include:

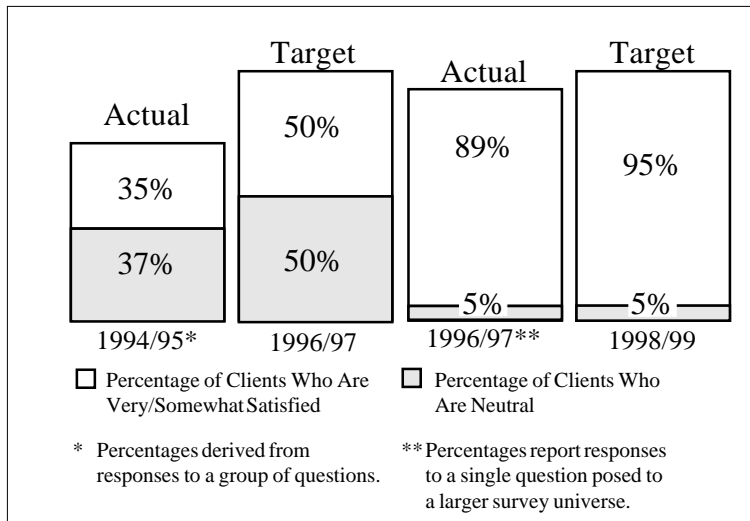
- ◆ working closely with the Government of Alberta and our clients in developing and positioning human resource strategies and policies that enable departments to fulfil their business plans and achieve the preferred future of the Alberta Public Service;
- ◆ identifying innovative human resource trends and practices; sharing this information with our clients, and applying leading edge expertise;
- ◆ achieving client satisfaction by understanding our clients' needs through ongoing assessment and feedback; responding to priority needs, and building effective working relationships;
- ◆ practising and promoting the effective use of human resource information; and
- ◆ maintaining an effective PAO by ensuring our employees' ability to learn rapidly and continuously; sharing our knowledge; enhancing our capacity for change; and integrating our planning and operational processes to effectively manage our human, financial and information resources.

Performance Measures

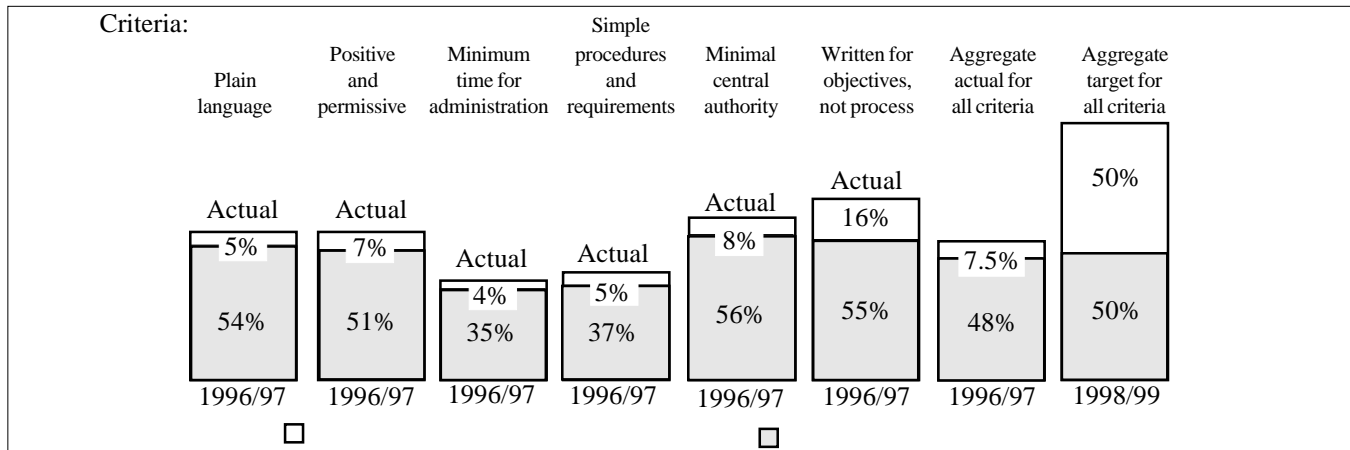
Client Satisfaction with Human Resource Policy Frameworks



Client Satisfaction with Working Relations with PAO



Client Satisfaction with Human Resource Regulatory Reform



Advanced Education and Career Development Ministry Consolidated Income Statement

(thousands of dollars)

	Comparable 1992-93 Actual	Comparable 1993-94 Actual	Comparable 1994-95 Actual	Comparable 1995-96 Actual	Comparable 1996-97 Forecast	1997-98 Estimates	1998-99 Target	1999-2000 Target
REVENUE								
Department*	342,353	319,384	319,068	286,975	222,603	292,828	288,105	288,602
Personnel Administration Office	17	-	40	21	4	-	-	-
Personnel Administration Office Revolving Fund	501	641	331	179	102	-	-	-
Consolidation Adjustments	(36)	(106)	(20)	(21)	-	-	-	-
Consolidated Revenue	342,835	319,919	319,419	287,154	222,709	292,828	288,105	288,602
EXPENSE								
Program								
<i>Voted</i>								
Department*	1,243,846	1,227,524	1,086,947	1,022,673	1,023,177	1,185,405	1,195,635	1,208,748
Personnel Administration Office	8,016	8,228	7,104	7,234	7,256	7,417	6,772	6,772
<i>Statutory</i>								
Department	62,485	60,562	76,314	70,429	71,157	83,912	87,850	89,900
Personnel Administration Office Revolving Fund	738	526	292	156	111	-	-	-
Consolidation Adjustments	(36)	(106)	(20)	(21)	-	-	-	-
Consolidated Expense	1,315,049	1,296,734	1,170,637	1,100,471	1,101,701	1,276,734	1,290,257	1,305,420
GAIN (LOSS) ON DISPOSAL OF CAPITAL ASSETS	-	-	-	-	-	(864)	-	-
NET REVENUE (EXPENSE)	(972,214)	(976,815)	(851,218)	(813,317)	(878,992)	(984,770)	(1,002,152)	(1,016,818)

* Includes the transfer of the labour market programs from the federal government: \$107 million in 1997-98, \$117 million in 1998-99 and \$122 million in 1999-2000.

