

Manitoba Advanced Education and Training

Éducation postsecondaire et Formation Manitoba

Annual Report Rapport annuel

For the year ended March 31, 2023
Pour l'exercice terminé le 31 mars 2023

2023

Indigenous Land Acknowledgement

We recognize that Manitoba is on the Treaty Territories and ancestral lands of the Anishinaabe, 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 terres ancestrales des peuples anishinaabe, anishinewuk, dakota oyate, denesuline et nehethowuk.

Nous reconnaissons que le Manitoba se situe 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.

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**MINISTER
OF ADVANCED EDUCATION AND TRAINING**

Room 141
Legislative Building
Winnipeg, Manitoba R3C 0V8
CANADA

September 1, 2023

Her Honour, the Honourable Anita R. Neville

Lieutenant-Governor of Manitoba

Room 235 Legislative Building

Winnipeg, MB R3C 0V8

May it Please Your Honour:

I have the privilege of presenting, for the information of Your Honor, the Annual Report of Manitoba Advanced Education and Training, for the fiscal year ending March 31, 2023.

Respectfully submitted,

Original signed by

Honourable Sarah Guillemard

Minister of Advanced Education and Training





**MINISTRE
ÉDUCATION POSTSECONDAIRE ET DE LA FORMATION**

Bureau 141
Palais législatif
Winnipeg (Manitoba) R3C 0V8
CANADA

Septembre 1, 2023

Son Honneur l'honorable Anita R. Neville

Lieutenante-gouverneure du Manitoba

Palais législatif, bureau 235

Winnipeg (Manitoba) R3C 0V8

Madame la Lieutenante-Gouverneure,

J'ai l'honneur de vous présenter, à titre d'information, le rapport annuel du ministère l'Éducation postsecondaire et de la Formation, pour l'exercice qui s'est terminé le 31 mars 2023.

Je vous prie d'agréer, Madame la Lieutenante-Gouverneure, l'expression de mon profond respect.

Original signé par

Honourable Sarah Guillemard

La ministre de l'Éducation postsecondaire et de la Formation.



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The Honourable Sarah Guillemard
Minister of Advanced Education and Training
Room 141 Legislative Building
Winnipeg, MB R3C 0V8

Madam:

I am pleased to present for your approval the 2022/23 Annual Report of the Department of Advanced Education and Training.

Respectfully submitted,

Original signed by

Jan Forster
Deputy Minister of Advanced Education and Training





**Éducation postsecondaire et de la Formation
Sous-ministre**

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Sarah Guillemard

Ministre des l'Éducation postsecondaire et de la Formation

Palais législatif, bureau 141

Winnipeg (Manitoba) R3C 0V8

Madame la Ministre,

Je suis heureuse de vous présenter le Rapport annuel du ministère de l'Éducation postsecondaire et de la Formation pour l'exercice financier 2022-2023.

Je vous prie d'agréer, Monsieur le Ministre, l'expression de mon profond respect.

Original signé par

Jan Forster

La sous-ministre de l'Éducation postsecondaire et de la Formation.



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Introduction/Introduction (French)

This annual report is organized in accordance with department's appropriation structure as at March 31, 2023, which reflects the authorized appropriations approved by the Legislative Assembly.

Consistent with the Main Estimates Supplement, the annual report includes Balanced Scorecards to foster operational improvements by reinforcing transparency, urgency, alignment and accountability. As Balanced Scorecards have now been implemented by all departments, the previous Performance Reporting in the appendix has been discontinued.

The annual report includes information on the department and its Other Reporting Entities (OREs) summary financial results, provides a more detailed breakdown on any changes to its voted budget, and also reports on the department's progress of achieving diversity milestones. The tradition of providing the financial results with any associated variance explanations continues to be provided at the sub-appropriation level. Overall, the new annual report is intended to provide a more comprehensive picture of the department's financial performance.

Le présent rapport annuel est présenté conformément à la structure des postes budgétaires du ministère au 31 mars 2023, qui tient compte des crédits autorisés approuvés par l'Assemblée législative.

En cohérence avec le budget complémentaire, le rapport annuel comprend des tableaux de bord équilibrés qui favorisent l'amélioration sur le plan opérationnel en mettant l'accent sur la transparence, l'urgence, l'uniformité et l'obligation redditionnelle. Ces tableaux de bord ayant été mis en œuvre par tous les ministères, les rapports antérieurs sur la performance qui étaient inclus en annexe ont été abandonnés.

Le rapport annuel contient les résultats financiers sommaires du ministère et de ses autres entités comptables, fournit une ventilation plus détaillée des changements apportés au budget des crédits votés et rend compte des progrès du ministère en matière de diversité. Il continue de fournir les résultats financiers accompagnés d'explications sur les écarts au niveau des postes secondaires. Dans l'ensemble, le nouveau rapport annuel vise à offrir un portrait plus global de la performance financière du ministère.

Department at a Glance – 2022/23 Results

Department Name & Description	The Department of Advanced Education and Training is responsible for promoting access to high-quality advanced education, ensuring positive outcomes for students and removing barriers to success, leading to economic growth and new opportunities for all Manitobans.
Minister	Honourable Sarah Guillemard
Deputy Minister	Jan Forster (Appointed May 10, 2023 per Order in Council 142/2023)

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)	
\$1,662	\$1,568
Authority	Actual

Core Expenditure (\$M)		Core Staffing
\$802	\$798	154.00
Authority	Actual	Authority

Coup d'œil sur le ministère – Résultats en 2022-2023

Nom et description du ministère	Le ministère de l'Éducation postsecondaire et de la Formation facilite l'accès à un enseignement postsecondaire de haute qualité, prend les mesures qui s'imposent pour favoriser la réussite des étudiants et élimine les obstacles à leur succès afin de stimuler la croissance économique et de créer de nouvelles possibilités pour tous les Manitobains.
Ministre	Sarah Guillemard
Sous-ministre	Jan Forster (nommée le 10 mai 2023 en vertu du décret 142/2023)

Autres entités comptables	8	<ul style="list-style-type: none"> • Université du Manitoba • Université de Winnipeg • Université de Brandon • Université de Saint-Boniface • Collège universitaire du Nord • Collège communautaire Assiniboine • Collège polytechnique Red River • Manitoba Institute of Trades and Technology
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Dépenses globales (en millions de dollars)	
1,662 \$	1,568 \$
Dépenses autorisées	Dépenses réelles

Dépenses ministérielles (en millions de dollars)		Personnel ministériel
802 \$	798 \$	154.00
Dépenses autorisées	Dépenses réelles	Dépenses autorisées

Departmental Responsibilities

Manitoba Advanced Education and Training is responsible for implementing the government's policy and programming priorities related to higher education, student support, and training.

The overall responsibilities of the minister and Advanced Education and Training 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, which 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.
- 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 8

Department Shared Services

Finance and Corporate Services Shared Division

Advanced Education and Training 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.

Responsabilités ministérielles

Le ministère de l'Éducation postsecondaire et de la Formation du Manitoba voit à la mise en œuvre des priorités gouvernementales en matière de politiques et de programmes se rapportant à l'enseignement supérieur, à l'aide aux études et à la formation.

Les responsabilités générales du ministre et du ministère de l'Éducation postsecondaire et Formation Manitoba comprennent les suivantes.

- Diriger la mise en œuvre de la Stratégie relative aux compétences, au talent et aux connaissances pour faire en sorte que nous ayons les personnes ayant les bonnes compétences au bon moment pour accélérer la reprise, faire progresser l'économie du Manitoba et susciter des retombées positives.
- Orienter, financer et surveiller les établissements d'enseignement postsecondaire publics du Manitoba afin d'assurer une reddition de comptes et d'obtenir des résultats positifs pour la population étudiante ainsi que pour l'économie.
- Inscrire et surveiller les établissements d'enseignement professionnel privés pour s'assurer qu'ils fournissent une programmation de qualité et protéger les intérêts de la population étudiante.
- Promouvoir un système d'apprentissage moderne dont les acteurs travaillent de façon concertée avec les employeurs, les employés et les travailleurs, les établissements d'enseignement et d'autres ministères pour former les travailleurs qualifiés dont nous aurons besoin pour faire croître l'économie.
- Augmenter le nombre de personnes qui accéderont à une formation postsecondaire et qui obtiendront leur diplôme afin d'améliorer les résultats en matière de scolarité et de répondre aux besoins du marché du travail.
- Travailler en partenariat avec les établissements d'enseignement postsecondaire, les entreprises, l'industrie et d'autres intervenants afin d'adapter le système d'éducation et de formation professionnelle en fonction des besoins du marché du travail et de préparer les étudiants à obtenir leur diplôme et à faire leur entrée dans la population active.
- Offrir des programmes d'aide financière, y compris des bourses d'études et d'entretien, qui faciliteront l'accès aux études postsecondaires en optimisant l'utilisation des fonds fédéraux et en tirant parti des partenariats conclus avec le secteur privé par l'entremise de programmes comme l'Initiative de bourses d'études et d'entretien du Manitoba.
- Travailler avec des partenaires pour aider les adultes à obtenir les services d'alphabétisation et à acquérir les compétences essentielles dont ils auront besoin pour poursuivre leurs études et leur formation, trouver un emploi et participer à la vie de leur collectivité.
- La liste des textes de loi qui relèvent de la responsabilité du ministre est fournie en annexe.

Le ministre est également responsable :

- des huit établissements d'enseignement postsecondaire publics du Manitoba, dont la liste figure à la page 9.

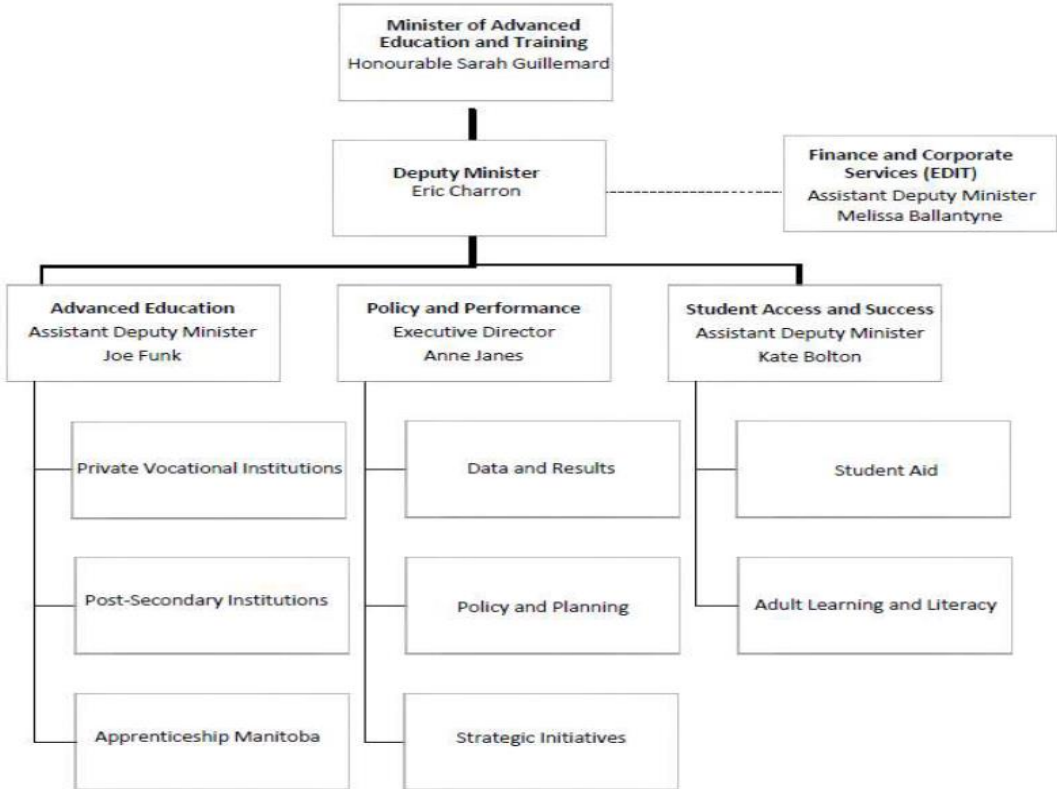
Services partagés du ministère

Division des finances et des services ministériels

Le ministère de l'Éducation postsecondaire et Formation Manitoba reçoit des services partagés par l'entremise de la Division des finances et des services ministériels, qui relève du ministère du Développement économique, de l'Investissement et du Commerce. La Division est chargée d'assurer une gestion, une coordination et une harmonisation appropriées des services financiers, législatifs et informatiques offerts aux ministères clients ainsi que de soutenir les initiatives stratégiques.

Organizational Structure

Department of Advanced Education and Training as at March 31, 2023



Other Reporting Entities Accountable to Minister:

- 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

2022/23 Key Achievement Highlights

During the fiscal year, the Department of Advanced Education and Training (AET) accomplished the following:

- The department has worked closely with Manitoba Health to help meet the need for trained health care professionals in Manitoba. In 2022/23 AET:
 - Approved and funded 289 new registered nursing seats for the 22/23 academic year in six post-secondary institutions across the province to address the nursing shortage and increase the supply of nurses into the Manitoba workforce.
 - Starting in September 2022, Licenced Practical Nurse rural rotating sites were established in the communities of Virden, Arborg, Otterburne to provide training close to areas with high nursing workforce demand and allow local students more access to education close to home, assisting with recruitment and retention post-training.
 - Provided funding for new seats at University of Manitoba's Respiratory Therapy program to strengthen the health-care system by providing more capacity to respond to a crisis such as the COVID-19 pandemic, to staff new and updated intensive care units and hospitals, and contribute to efforts to reduce surgical wait times.
 - Established three inter-provincial training agreements with British Columbia and the British Columbia Institute of Technology to facilitate access for Manitoba residents to the Clinical Genetics Technology advanced diploma program, the Electroneurophysiology diploma program, and the Prosthetics and Orthotics diploma program to help meet Manitoba's Health Human Resource needs.
 - Provided funding to Red River College Polytechnic for an Interdisciplinary Health and Community Service Simulation Centre that will provide invaluable experiential training for the province's future healthcare and community services professionals. The Centre will feature dynamic learning spaces with immersive technology and settings, to be used by students spanning from nursing to paramedicine and child and youth care practitioners.
- Completed extensive stakeholder engagements in the fall of 2022 to help inform the Apprenticeship and Certification Board's 2023-28 Strategic Plan. The department consulted with industry stakeholders including apprentices, employers, journeypersons, training providers and other contributors to the apprenticeship system to provide input on priorities for the Board to focus on over the next five years.
- Assisted 17,705 Manitoba students with access to funding for post-secondary education, through the Manitoba Student Aid program, providing approximately \$258.3 million through federal and provincial student loans, grants and bursaries during the program year August 1, 2022 to July 31, 2023.
- Processed 23,528 full and part-time applications and provided nearly \$62.1 million in provincial student loans, offered interest-free, during the program year August 2022 to July 2023.
- Increased the budget for the Manitoba Bursary by \$1.2 million for the 2022/23 fiscal year for a total commitment of \$22.3 million. Manitoba Student Aid disbursed \$21.0 million to 11,959 lower-income students through the Manitoba Bursary program, including a top-up to 1,322 Indigenous students, during the program year August 2022 to July 2023. The Manitoba Bursary is non-repayable up-front funding for up to \$2,000, with additional support of up to \$1,500 for Indigenous students.

- Expanded access and support by aligning Manitoba Student Aid with changes introduced by the Canada Student Financial Assistance program, including expanded supports to students with persistent or prolonged disabilities and increasing the zero-payment income threshold for the Repayment Assistance Plan from \$25,000 to \$40,000 based on family size.
- Launched the Canada-Manitoba Student Loans Integration Project, which helped streamline and simplify the administration of student loans by allowing borrowers to make only one monthly repayment and contact only one service centre for loan repayment information.
- Disbursed \$20.1 million to 59 adult learning centres and literacy agencies in 130 Manitoba locations serving over 7700 adult learners.
- Enabled students at Adult Learning Centres to complete over 8720 credit courses. 962 adult learners graduated with a Manitoba high school diploma. 91% of literacy learners who attended a Manitoba Adult Literacy Program advanced in their literacy skills.
- Developed and maintained effective federal, provincial, community, and business partnerships to align education and workforce priorities related to the Council of Ministers of Education, Canada, and other inter-governmental forums.
- The department finalized the scoping work and moved to an agreement to proceed with the Student Level Data Solution (SLDS). The Department of Advanced Education and Training signed an agreement in 2022 with EAB Global Inc. to license and deliver the solution that will transform the way we work by enabling the department to engage more meaningfully with colleges and universities and to develop and implement data-informed programs and policies that serve the needs of Manitoba students.

Principales réalisations en 2022-2023

Au cours de l'exercice, le ministère de l'Éducation postsecondaire et de la Formation a accompli les réalisations suivantes:

- Le ministère travaille étroitement avec Santé Manitoba afin d'aider à répondre au besoin de professionnels de la santé dûment formés au Manitoba. Faits saillants de 2022-2023:
 - Approbation et financement de 289 nouvelles places en soins infirmiers dans six établissements d'enseignement postsecondaire pendant l'année scolaire 2022-2023, afin de répondre à la pénurie de personnel infirmier et d'accroître le nombre de membres du personnel infirmier dans le marché du travail du Manitoba.
 - Établissement à partir de septembre 2022 de sites de rotation en milieu rural dans le cadre du programme de formation d'infirmiers auxiliaires à Virden, Arborg et Otterburne, afin d'offrir une formation près des endroits où il y a une forte demande de personnel infirmier et d'élargir l'accès à l'éducation des étudiants locaux près de chez eux, en aidant au recrutement et au maintien en poste après la formation.
 - Financement de nouvelles places dans le programme d'inhalothérapie de l'Université du Manitoba, afin de renforcer le système de santé en élargissant la capacité de répondre à des crises comme la pandémie de COVID-19, de doter en personnel les unités des soins intensifs et les hôpitaux neufs et modernisés, et de contribuer aux efforts visant à réduire les délais d'attente pour les chirurgies.
 - Établissement de trois accords de formation interprovinciaux avec la Colombie-Britannique et l'Institut de technologie de la Colombie-Britannique, afin de faciliter l'accès des résidents du Manitoba au programme avancé de technologie en génétique clinique menant à un diplôme, au programme de neuroélectrophysiologie menant à un diplôme et au programme de prothésiste et d'orthésiste menant à un diplôme, ce qui contribuera à répondre aux besoins en ressources humaines en santé du Manitoba.
 - Financement accordé au Collège polytechnique Red River pour la création d'un centre de simulation interdisciplinaire sur la santé et les services communautaires, qui offrira une formation pratique inestimable aux futurs professionnels de la santé et des services communautaires de la province. Le centre comprendra des espaces d'apprentissage dynamiques dotés de technologies et d'environnements immersifs, qui seront utilisés par les étudiants en soins infirmiers et en soins paramédicaux et par les praticiens auprès des enfants et des jeunes.
- Les parties prenantes se sont largement investies à l'automne 2022 pour contribuer à l'élaboration du plan stratégique 2023-2028 de la Commission de l'apprentissage et de la reconnaissance professionnelle. Le ministère a consulté les parties prenantes du secteur, notamment les apprentis, les employeurs, les compagnons, les formateurs et les autres acteurs du système d'apprentissage, afin d'obtenir leur avis sur les priorités à privilégier par la Commission au cours des cinq prochaines années.
- Aide fournie à 17,705 étudiants manitobains pour qu'ils obtiennent un financement pour leurs études postsecondaires par l'entremise de l'Aide aux étudiants du Manitoba, totalisant quelque 258,3 millions de dollars sous forme de prêts, de subventions et de bourses d'études des gouvernements fédéral et provincial pendant l'année de programme du 1^{er} août 2022 au 31 juillet 2023.

- Traitement de 23,258 demandes pour des études à temps plein et à temps partiel et versement de près de 62,1 millions de dollars en prêts étudiants de la province sans intérêts, pendant l'année de programme d'août 2022 à juillet 2023.
- Augmentation du budget du Fonds de bourses du Manitoba de 1,2 million de dollars pendant l'exercice 2022-2023, pour un engagement total de 22,3 millions de dollars. L'Aide aux étudiants du Manitoba a versé 21,0 millions de dollars à 11 959 étudiants à faible revenu au moyen du Fonds de bourses du Manitoba, dont un supplément à 1 322 étudiants autochtones, pendant l'année de programme d'août 2022 à juillet 2023. Le Fonds de bourses du Manitoba offre une bourse immédiate et non remboursable allant jusqu'à 2 000 \$ aux étudiants admissibles et une bourse d'appoint allant jusqu'à 1 500 \$ aux étudiants autochtones admissibles.
- Élargissement de l'accès et du soutien en rendant l'aide aux étudiants du Manitoba conforme aux changements apportés au Programme canadien d'aide financière aux étudiants, dont l'augmentation du soutien aux étudiants ayant une invalidité persistante ou prolongée et la hausse du plancher en deçà duquel le remboursement n'est pas obligatoire dans le cadre du Programme d'aide au remboursement, qui est passé de 25 000 \$ à 40 000 \$ en fonction de la taille de la famille.
- Lancement du projet d'intégration des prêts étudiants Canada-Manitoba, qui contribue à rationaliser et à simplifier l'administration des prêts étudiants en permettant aux emprunteurs de n'effectuer qu'un seul remboursement mensuel et de ne contacter qu'un seul centre de service pour obtenir des renseignements sur le remboursement des prêts.
- Versement de 20,1 millions de dollars à 59 organismes d'alphabétisation et centres d'apprentissage pour adultes situés dans 130 localités du Manitoba, qui ont offert des services à plus de 7 700 apprenants adultes.
- Les étudiants des centres d'apprentissage pour adultes ont terminé plus de 8 720 cours à unités. Au total, 962 apprenants adultes ont obtenu un diplôme d'études secondaires du Manitoba et 91 % des apprenants ayant suivi le Programme d'alphabétisation des adultes du Manitoba ont fait des progrès dans leurs capacités de lecture et d'écriture.
- Création et maintien de partenariats fédéraux, provinciaux, communautaires et commerciaux efficaces afin de concilier les priorités en matière d'éducation et de main-d'œuvre avec celles du Conseil des ministres de l'Éducation (Canada) et d'autres forums intergouvernementaux.
- Finalisation des travaux associés à la conclusion d'un accord portant sur une solution de stockage des données relatives aux étudiants (SLDS). En 2022, le ministère de l'Éducation postsecondaire et de la Formation a signé un accord avec EAB Global inc. pour l'octroi d'une licence et la mise au point d'une solution technologique qui transformera notre façon de travailler, en permettant au ministère de s'engager de façon plus significative avec les collèges et les universités et d'élaborer et de mettre en œuvre des programmes et des politiques fondés sur des données qui répondent aux besoins des étudiants manitobains.

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.

The annual report includes progress on advancing priorities and objectives outlined in the 2022/23 Supplement to the Estimates of Expenditures and 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, training programs and support for students, leading to economic growth and new opportunities for all Manitobans.

Values

At Advanced Education and Training 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

- Support Manitobans for Labour Market Success
- Advance Truth and Reconciliation¹

¹ "Truth" has been added to the original objective titled "Advance Reconciliation". "There is no Reconciliation without the Truth. If you ever see Reconciliation on its own without Truth, let people know that they need the Truth before there is Reconciliation." - As told to Helen Robinson-Settee by the Late Dr. Donald Robertson, Elder, Indigenous Inclusion Directorate Advisory Council, Manitoba Education and Early Childhood Learning.

Working Smarter – Delivering Client-Centred Services

- Transform the Way We Work
- Reduce Red Tape
- Engage Our Clients and Partners

Public Service – Delivering Client-Service Excellence

- Invest in Our People
- Advance Inclusion
- Strengthen Respect in Our Workplaces

Value For Money – Protecting Manitoba’s Bottom Line

- Provide Value for Money
- Balance the Budget
- Strengthen Our Financial Comptrollership and Accountability

Schéma stratégique ministériel

Le schéma stratégique ministériel dresse la liste des quatre domaines prioritaires du gouvernement : la qualité de vie, la gestion plus ingénieuse, la fonction publique et l'optimisation des ressources, les objectifs du ministère étant répertoriés sous chacune de ces priorités.

Le rapport annuel fait état des progrès réalisés par rapport aux priorités et aux objectifs qui sont énoncés dans le budget complémentaire de 2022-2023 et décrits en détail à la suite du schéma stratégique.

Vision

Un Manitoba qualifié et talentueux

Mission

Renforcer les connaissances et les compétences grâce à un système d'éducation postsecondaire concurrentiel, à des programmes de formation et à du soutien pour les étudiants afin de stimuler la croissance économique et de créer de nouvelles possibilités pour tous les Manitobains.

Valeurs

Au ministère de l'Éducation postsecondaire et Formation Manitoba, 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. Soutenir les Manitobains afin qu'ils puissent réussir sur le marché du travail
2. Faire progresser la vérité et la réconciliation²

² Ajout de « vérité » à l'objectif original intitulé « Faire progresser la réconciliation ». « Aucune réconciliation n'est possible sans la vérité. S'il est question de réconciliation seulement sans la vérité, dites qu'il faut connaître la vérité avant de parler de réconciliation. » – Propos confiés à Helen Robinson-Settee par le regretté Donald Robertson, Aîné, Conseil consultatif de la Direction générale de l'inclusion des Autochtones, Éducation et Apprentissage de la petite enfance Manitoba.

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

The following section provides information on key performance measures for Advanced Education and Training for the 2022/2023 reporting year. All Manitoba government departments include a performance measurement section in a standardized format in their annual reports.

Performance indicators in Manitoba government annual reports are intended to complement financial results and provide Manitobans with meaningful and useful information about government activities and their impact on the province and its citizens.

Quality of Life – Improving Outcomes for Manitobans

1. Prepare Manitobans for Labour Market Success

Key Initiatives

- **Skills, Talent and Knowledge Strategy:** Actions under the whole-of-Government Skills, Talent and Knowledge Strategy through collaboration and a series of investments, ensure we have people with the right skills at the right time, to support economic resilience and growth. The department committed \$537 thousand to address critical health professional shortages by expanding post-secondary education and training to train more Respiratory Therapists, and Electroneurophysiologists. Plans are underway to increase training seats for Respiratory Therapists, Clinical Psychologists, Physicians, Advanced Care Paramedics, MRI Technologists, Combined Lab X-Ray Technologists, X-Ray Technologists in 2023/24. In addition, significant work is underway to respond to childhood education labour market needs. Five public post-secondary institutions will receive \$24.7 million in funding to expand training for child-care professionals following an invitation from the province to submit expressions of interest in March 2023. This funding will add an estimated 998 seats in the province over a three-year period and will support approximately 2,000 total new student admissions.
- **Post-Secondary Achievements and Outcomes:** The department engaged in initial consultations with post-secondary stakeholders, including institutions, faculty associations, and student groups to understand how to better and more transparently report on the achievements and outcomes of institutions. As part of this work, the department is working with post-secondary stakeholders to identify existing ways institutions report to government and examine ways to streamline and reduce administrative burden on institutions around reporting.

- Expanding Nurse Training:** As part of the 2021/22 and 2022/23 Speech from the Throne, the government committed to the addition of 400 nursing education seats. In 2022/23, \$12.8 million was committed by the department to support the 289 nursing seats at six post-secondary institutions announced 2021/22. A further 70 new seats are planned for 2023/24. In addition, \$12.5 million was committed for an innovative, interdisciplinary health and community services simulation centre at Red River College Polytechnic (RRC Polytech) to support its commitment to train more nurses and healthcare professionals, and strengthen Manitoba’s health-care system.
- Expanded Access to Supports for Borrowers in Lower-Income Households:** The department has aligned Manitoba Student Aid with changes to the Canada Student Financial Assistance Program’s Repayment Assistance Plan. The zero-payment income threshold increased from \$25,000 to \$40,000 for a family size of one. Repayment is not required until borrowers are earning at least \$40,000 per year. This is adjusted based on family size.

Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
1.a Increase post-secondary education participation rate by 1.0 percentage points annually	35%	38%	41%	-
1.b Approve programs for post-secondary institutions within 90 calendar days of acknowledgement of complete application	88%	-	100%	88%
1.c Issue Apprenticeship certificates within six weeks of exam date	73.9%	-	95%	73.9%
1.d Achieve the annual target number of projects to increase awareness of Adult Learning Pathways	-	-	3	0

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.

Data for this measure is provided by Statistics Canada, in about October, for the previous school year. It is anticipated that the 2022/23 school year data will be released in October 2023. The baseline is the participation rate in the 2019/20 school year.

1.b Approve programs for postsecondary 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 measure was introduced in 2022/23 to collect data to establish a baseline and evaluate the target. The baseline year is 2022/23.

The department fell short of its 2022/23 target as a result of changes to internal processes. The department continues to refine processes to ensure targets are met in the future.

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 and able to contribute to the skilled labour market. This measure was introduced in 2022/23 to collect data to establish a baseline and evaluate the target. The baseline year is 2022/23.

This was a new target in 2022/23 and did not initially contemplate the impact of incomplete client submissions. Although this is beyond the control of the department, it negatively impacted processing. The target has been adjusted for 2023/24 to reflect this.

1.d 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 measure was introduced in 2022/23 to collect data to establish a baseline and evaluate the target.

In 2022/23 the department refocused efforts to undertake a comprehensive review of adult learning to inform the development of an Adult Education Strategic Plan. This is the final year for this performance measure. The department will continue to increase awareness of Adult Learning Pathways.

2. Advance Truth and Reconciliation

Key Initiatives

- Manitoba Bursary Top-Up for Lower-Income Indigenous Peoples:** To reduce financial barriers and support access to post-secondary education, Manitoba Student Aid adds a non-repayable top-up of up to \$1,500 per year to lower-income Indigenous students who qualify for the Manitoba Bursary. During the program year, August 2022 to July 2023, 1,322 Indigenous students received the top-up to the Manitoba Bursary. In 2023/24, Manitoba committed an additional \$1.4 million to the Manitoba Bursary, for a total commitment of \$23.7 million.
- Exemption from Fixed Student Contributions for Manitoba Student Aid:** From August 2022 to July 2023, 1,928 Indigenous students were exempt from making a fixed student contribution. The required fixed student contribution is determined based on income and family size and affects the financial need assessment for applicants to Manitoba Student Aid. The exemption increases access to student loans, grants, and the Manitoba Bursary.
- Furthering Efforts to Support and Include Indigenous Adult Learners:** In 2022/23, 46.5 per cent of adult learners in Adult Learning Centres, and 36.3 per cent of adult learners in Adult Literacy Programs, identified as Indigenous. The Adult Learning and Literacy Branch facilitated an Indigenous knowledge session during its November 2022 stakeholders meeting, providing an opportunity for adult educators to share best practices in Indigenous curricula and share learning resources.
- Private Vocational Institution Branch Blanket Exercise:** The Advanced Education Division held a blanket exercise for the Private Vocational Institution Branch. This exercise contributed to the staff's knowledge on client service, further enhancing their service capabilities.

Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
2.a Increase the percentage of staff who have taken reconciliation-related training	80.8%	-	60%	80.8%

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 measure was introduced in 2022-23 to collect data to establish a baseline and evaluate the target. The baseline year is 2022/23.

In 2022/23 the department exceeded its target percentage of staff who have taken reconciliation-related training, demonstrating its commitment to advancing reconciliation.

Working Smarter – Delivering Client-Centred Services

3. Transform the Way We Work

Key Initiatives

- Canada Manitoba Student Loans Integration Project:** Manitoba launched the Canada-Manitoba Student Loans Integration Project, which helped streamline and simplify the administration of student loans. All new borrowers during the program year August 2022 to July 2023 had both their provincial and federal student loans disbursed by the National Student Loans Service Centre as integrated loans. In July 2023, approximately 38,000 Manitoba Student Loan borrower accounts will be transferred to the National Student Loans Service Centre and integrated with Canada Student Loans. Manitoba Student Loan borrowers in repayment will benefit by only needing to make one monthly repayment instead of two. The Manitoba Master Student Loan Agreement is no longer required from borrowers and moving forward they will only need to interact with the National Student Loans Service Centre to get information on managing their student loan(s), such as applying for the Repayment Assistance Plan.
- Enhancing the Adult Education system:** the department planned consultations with key stakeholders to inform an adult education strategic plan which will modernize the Adult Education System and better support the educational and employment needs of adult learners.
- Student Level Data Solution:** The department started implementation of a new Student Level Data Solution with our post-secondary partners in December 2022. When implemented, the Student Level Data Solution (SLDS) will transform the way we work by streamlining data submissions and reporting for Manitoba’s post-secondary institutions, minimizing ad hoc data requests from the province and removing their reporting burden to Statistics Canada. Allowing access to student-level data on enrollment, progression and completion, SLDS will enable the department to strategically coordinate and engage with institutions across the sector, and to develop and implement data-informed programs and policies that serve the needs of Manitoba students.

Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
3.a Increase the percentage of staff with Innovation and Continuous Improvement (ICI) skills	76.8%	-	10%	76.8%
3.b Decrease average number of minutes inbound callers must wait on hold for their call to be answered by Manitoba Student Aid	35	-	23	35
3.c Process online applications for full time Manitoba Student Aid clients within eight weeks	60.3%	-	75%	60.3%

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 measure was introduced in 2022/23 to collect data to establish a baseline and evaluate the target. The baseline year is 2022/23.

This is the final year for this performance measure, as there are more effective service-level performance measures for this objective which reflect the work of the department.

3.b 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 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 measure was introduced in 2022/23 to collect data to establish a baseline and evaluate the target. The baseline year is 2022/23.

An increased volume of new students applying for Manitoba Student Aid in 2022/23 combined with a reduction in Manitoba Student Aid information sessions for potential students resulted in many inquiries and longer wait times. Additionally, legacy system challenges resulted in delayed processing of applications which also increased inquiries from students regarding application status requests. These events impacted the department's ability to meet this target, and work is underway to resolve these issues.

3.c 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.) Setting a service standard ensures the branch is constantly striving to process applications quickly and efficiently, acting as a mechanism to transform the way we work. This measure was introduced in 2022/23 to collect data to establish a baseline and evaluate the target. The baseline year is 2022/23.

An increased volume of students applying for Manitoba Student Aid in 2022/23 and legacy system challenges result in delayed processing of applications. The department is working on system upgrades that will better support client volume and system issues.

4. Reduce Red Tape

Key Initiatives

- Red Tape Reduction:** Red tape reduction aims to remove regulatory requirements that are no longer achieving desired outcomes or are doing so in an inefficient manner. Regulatory requirements that result in red tape may be unclear, overly prescriptive, poorly designed, redundant, contradictory or antiquated. Not all regulatory requirements create red tape.
- Streamlining Apprenticeship Manitoba operations:** In 2021, The Apprenticeship and Certification Amendment Act (Bill 61) passed. In 2022/23, this Act came into force allowing the department to streamline many of the governance processes, including the implementation of new Sector Committees and Industry Working Groups to support activities of the Apprenticeship and Certification Board. These changes enable the branch and the board to modernize the apprenticeship system to meet industry needs.

Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
4.a Achieve percentage reduction of regulatory requirements	0.0%	-	2.5%	0.07%
4.b Achieve the annual target number of streamlined processes to reduce red tape	5	-	5	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 2022/23, the department achieved a reduction of 0.07 per cent. The total number of regulatory requirements accounted for by the department at the end of 2022/23 was 19,481. The baseline resets to zero at the beginning of every fiscal year, and the target of a 2.5 per cent reduction is applied. See Regulatory Accountability and Red Tape Reduction in this report for further detail.

The department’s ability to meet this target was impacted by delays in legislative and regulatory changes resulting from engagement and consultation processes taking longer than anticipated.

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 measure was introduced in 2022/23 to collect data to establish a baseline and evaluate the target. The baseline year is 2022/23. The department met its target number of streamlined processes to reduce red tape, demonstrating its commitment to transform the way we work. However, this is the final year for this performance measure as the department chose to focus its efforts on the overall reduction of regulatory requirements.

5. Engage Our Clients and Partners

Key Initiatives

- Engagement on Tuition Fees and Student Fees Policy:** In 2021, the Advanced Education Administration Amendment Act (Bill 33), removed the existing tuition fee formula and established the Advanced Education and Training Minister’s authority to implement guidelines and regulations to regulate university and college tuition and fees. In spring 2022, the department launched a survey to gain public perspectives on considerations for a future tuition and student fees policy. The responses will inform the development of a new policy that will balance affordability and accessibility for students while ensuring institutions have the financial resources to provide quality programming.
- Post-Secondary Achievements and Outcomes:** The department remains committed to consulting meaningfully with its post-secondary institution partners and the public. In June 2022, the department engaged in initial consultations with post-secondary stakeholders, including institutions, faculty associations, and student groups to understand how to better and more transparently report on the achievements and outcomes of students and institutions.

Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
5.a Achieve the annual percentage increase in the number of client / stakeholder engagements	6.8%	-	5%	6.8%

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 five per cent 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 measure was introduced in 2022/23 to collect data to establish a baseline and evaluate the target. The baseline year is 2022/23.

In 2022/23 the department exceeded its percentage increase in the number of client/stakeholder engagements, demonstrating its commitment to engaging our clients and partners.

Public Service – Delivering Client-Service Excellence

6. Invest in Our People

Key Initiatives

- **Advancing Public Participation/Community Engagement training:** The department is committed to meaningful engagement with Manitobans by offering training for staff to certify through the International Association for Public Participation (IAP2). IAP2 teaches best practice in engaging the public, delivering results, and implementing change.
- **Innovation and Continuous Improvement Skill Development:** To further support employee individual professional development and learning goals, various staff gained formal and experiential learning through projects and events. For example, the Canada-Manitoba Student Loans Integration Project and Kaizen events explored ways to improve program review processes or application processes.

Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
6.a Achieve the annual target percentage of department employees with a current completed Performance Development Conversation Form	70.4%	-	60%	70.4%
6.b Percentage of department employees with a current learning plan	70.4%	-	60%	70.4%

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 measure was introduced in 2022/23 to collect data to establish a baseline and evaluate the target. The baseline year is 2022/23.

In 2022/23 the department exceeded its target percentage of department employees with a current completed Performance Development Conversation Form, demonstrating its commitment to investing in our people.

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 measure was introduced in 2022/23 to collect data to establish a baseline and evaluate the target. The baseline year is 2022/23.

In 2022/23 the department exceeded its target percentage of department employees with a current learning plan, further demonstrating its commitment to investing in our people. However, this is the final year for this performance measure, as the department will focus its efforts to invest in our people through the performance development conversation form measure.

7. Advance Inclusion

Key Initiatives

- **Accessibility Working Group:** The department, in ensuring adherence to the accessibility standards of the Accessibility for Manitobans Act, established an accessibility-working group. The group implements departmental initiatives to identify, prevent, and remove barriers to participation and make significant progress towards achieving accessibility by the end of 2023.
- **Accessible Document Training:** In adherence to the Accessibility Standard for Information and Communication enacted on May 1, 2022, the department trained select staff in each of its divisions on how to produce inclusive digital documents to ensure that Manitobans are provided with barrier-free information and communication.
- **Information and Communication Review:** Following training of its staff in accessible document creation, the department is undergoing a review of all documents and templates to ensure guidelines are followed, providing Manitobans with barrier-free information and communication.

Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
7.a Achieve the annual target percentage of department employees who have completed mandatory diversity and inclusion training	95.2%	-	90%	95.2%

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 measure was introduced in 2022/23 to collect data to establish a baseline and evaluate the target. The baseline year is 2022/23.

In 2022/23 the department exceeded its target percentage of department employees who have completed mandatory diversity and inclusion training, demonstrating its commitment to advancing inclusion through staff training.

8. Strengthen Respect in Our Workplaces

Key Initiatives

- **Respectful Workplace-Related Training:** To improve awareness of respectful workplace principles and act in the public interest with integrity, respect, skill, and dedication, staff participated in respectful workplace-related training or activities during the 2022/23 fiscal year. Staff completed a respectful workplace course and were encouraged to attend workshops, facilitated discussions, self-guided learning, and complete additional courses.

Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
8.a Achieve the annual target percentage of department employees who have completed mandatory respectful workplace training	95.6%	-	90%	95.6%

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 2022/23 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 measure was introduced in 2022/23 to collect data to establish a baseline and evaluate the target. The baseline year is 2022/23.

In 2022/23, the department exceeded its target for completion of mandatory respectful workplace training, demonstrating its commitment to respectful workplace principles.

Value for Money – Protecting Manitoba’s Bottom Line

9. Provide Value for Money

Key Initiatives

- Improving response time to program applications:** Post-Secondary Institutions Branch staff participated in a Lean Kaizen event to streamline its program approval process. Staff identified bottlenecks in the current process and developed a new, streamlined process, which will improve the department’s response time to program applications submitted by post-secondary institutions.
- Manitoba Student Aid Paper Reduction:** Manitoba Student Aid completed six paper reduction processes by changing internal processes, issuing T4A tax forms to students electronically, and eliminating paper processes through the Canada-Manitoba Student Loans Integration Project. This included elimination of the printing and signing of the Manitoba Master Student Loan Agreement.

Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
9.a Reduce the number of paper packages purchased	1,095	-	1,029	1,566
9.b Achieve annual target number of process improvement projects to provide greater value for money.	5	-	3	5

9.a Reduce the number of paper packages purchased: The department will seek to decrease the number of paper packages purchased by six per cent 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 the government’s commitment to provide value for money. The baseline is from 2021/22. This measure was introduced in 2022/23, however, data collected for this measure is for the former department of Advanced Education, Skills and Immigration, and doesn’t reflect the department restructuring that occurred on January 30, 2023. This is the final year for this performance measure as the department will demonstrate value for money through the measure “Work within Capital Budgets.”

The department fell short of its 2022/23 target as this was the first year, post-COVID, that the majority of staff were in-office and therefore printing more documents than the two years prior. This is anticipated to reduce again in 2023/24.

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 measure was introduced in 2022/23 to collect data to establish a baseline and evaluate the target. The baseline year is 2022/23.

The department exceeded the 2022/23 target, demonstrating its commitment to providing value for money. However, this is the final year for this performance measure as the department will demonstrate value for money through the measure “Work within Capital Budgets.”

10. Balance the Budget

Key Initiatives

- **Recorded revenue and expenditures and monitored and controlled expenditures to ensure a balanced budget:** Financial and Corporate Shared Services continued to work directly with each division to provide financial analysis and advice. Ongoing monitoring of expenses is ensured through quarterly financial reporting.

Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
10.a Work within Operating Budgets	\$790,526*	-	\$801,773	798,305
10.b Work within Capital Budgets	\$10,000*	-	\$10,000	11,340

*The department was re-organized on January 30, 2023. As a result, the Baseline figures have been restated to reflect the new departmental structure.

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 the government to balance the legislated budget.

In 2022/23 the department target was adjusted to reflect in-year approvals of Internal Service Adjustments from Enabling Appropriations for nurse training expansions. The department met the adjusted target.

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 the government’s ability to balance the legislated budget.

In 2022/23 the department exceed its target due to additional capital investments at post-secondary institutions to help meet the need for nurse training in Manitoba.

11. Strengthen Our Financial Comptrollership and Accountability

Key Initiatives

- **Provided opportunities for staff to participate in comptrollership training:** This cultivates an environment of financial accountability in the stewardship of public funds.

Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
11.a Increase the percentage of staff completing comptrollership training	64.8%	-	70%	64.8%

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 measure was introduced in 2022/23 to collect data to establish a baseline and evaluate the target. The baseline year is 2022/23.

The department fell short of its 2022/23 target due to the need to prioritize major initiatives e.g., support to create training seats for health human resource occupations, the launch of the Student Level Data Solution, and major information technology projects within Student Aid.

Financial Details

Consolidated Actual Expenditures

This table includes the expenditures of the department and Other Reporting Entities that are accountable to the Minister and aligns to the Summary Budget.

Advanced Education and Training includes the following OREs:

- 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

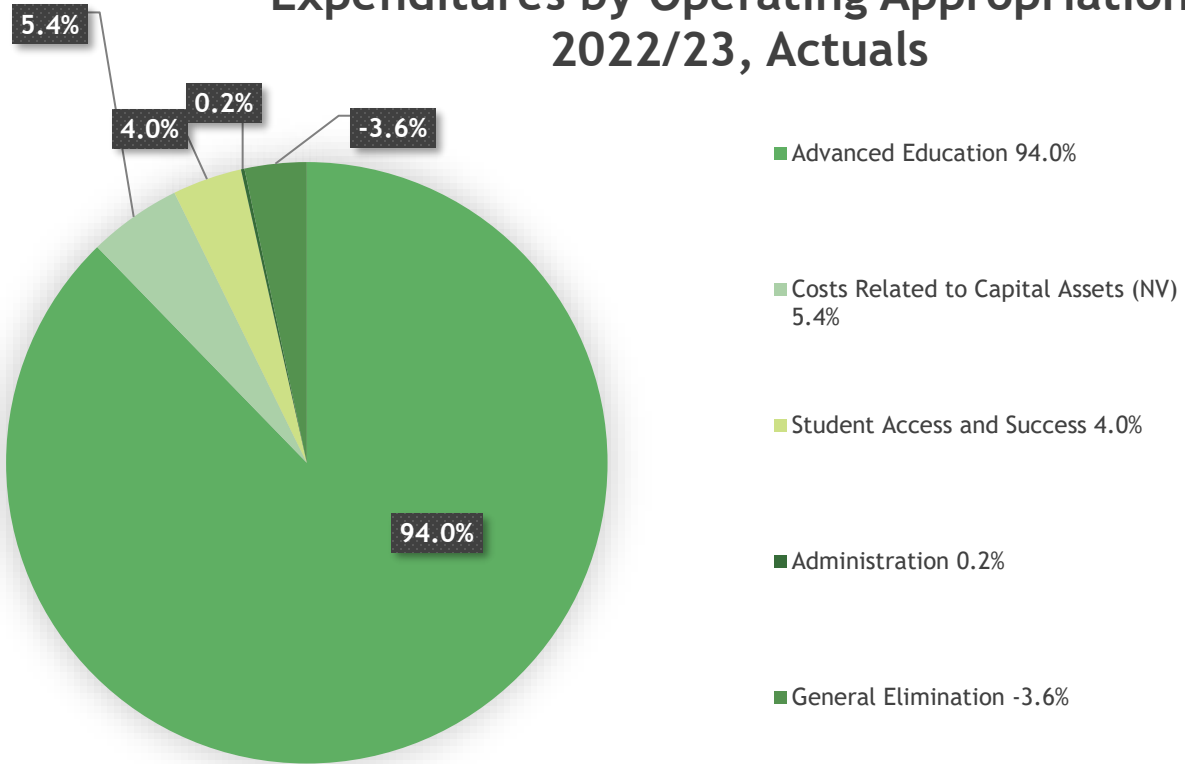
Consolidated Actual Expenditures

For the fiscal year ended March 31, 2023 with comparative figures for the previous fiscal year \$ (000s)

	Part A Operating	Other Reporting Entities	Consolidation and Other Adjustments	2022/23 Actual	2021/22 Restated
Main Appropriations					
Administration	3,116			3,116	2,325
Advanced Education	731,984	1,493,209	(751,247)	1,473,947	1,441,032
Student Access and Success	62,828			62,828	54,533
Costs Related to Capital Assets (NV)	376	83,878		84,254	78,092
Interfund Activity	-		(55,952)	(55,952)	(40,120)
TOTAL	798,305	1,577,087	(807,199)	1,568,194	1,505,106

NV – Non-Voted

Percentage Distribution of Consolidated Actual Expenditures by Operating Appropriation, 2022/23, Actuals



Summary of Authority

Part A – Operating	2022/23 Authority \$ (000s)
2022/23 MAIN ESTIMATES – PART A	797,586
Allocation of funds from: Enabling Authority	11,247
In-year re-organization to: Labour and Immigration	(7,060)
2022/23 Authority	801,773

Part B – Capital Investment	2022/23 Authority \$ (000s)
2022/23 MAIN ESTIMATES – PART B	-
2022/23 Authority	-

Part C – Loans and Guarantees	2022/23 Authority \$ (000s)
2022/23 MAIN ESTIMATES – PART C	74,000
2022/23 Authority	74,000

Part D – Other Reporting Entities Capital Investment

**2022/23 Authority
\$ (000s)**

2022/23 MAIN ESTIMATES – PART D	10,000
2022/23 Authority	10,000

Detailed Summary of Authority by Appropriation \$ (000s)

Detailed Summary of Authority	Printed Estimates 2022/23	In-Year Re-organization	Virement	Enabling Authority	Authority 2022/23	Supplementary Estimates
Part A – Operating (Sums to be Voted)						
Administration	3,234	-	-	-	3,234	
Advanced Education	721,757	-	-	11,247	733,004	
Student Access and Success	65,159	-	-	-	65,159	
Immigration Pathways	7,060	(7,060)	-	-	-	
Subtotal	797,210	(7,060)	-	11,247	801,397	
Part A – OPERATING (NV)	376	-	-	-	376	
TOTAL Part A - Operating	797,586	(7,060)	-	11,247	801,773	
Part B – Capital Investment	-	-	-	-	-	
Part C – Loans and Guarantees	74,000	-	-	-	74,000	
Part D – Other Reporting Entities Capital Investment	10,000	-	-	-	10,000	1,340

NV – Non-Voted

Part A: Expenditure Summary by Appropriation

Departmental Actual Expenditures

For the fiscal year ended March 31, 2023 with comparative figures for the previous fiscal year \$ (000s)

Authority 2022/23	Appropriation	Actual 2022/23	Actual 2021/22	Increase (Decrease)	Expl. No.
	44-1 Administration				
	(a) Minister's Salary				
42	Salaries and Employee Benefits	44	45	(1)	
	(b) Executive Support				
740	Salaries and Employee Benefits	749	549	200	
75	Other Expenditures	80	72	8	
	(c) Policy and Performance				
2,058	Salaries and Employee Benefits	2,061	1,559	502	
319	Other Expenditures	181	100	82	
3,234	44-1 Subtotal	3,116	2,325	791	
	44-2 Advanced Education				
	(a) Advanced Education				
1,958	Salaries and Employee Benefits	1,933	1,642	291	
570	Other Expenditures	388	19,963	(19,575)	1
691,763	Grant Assistance	691,175	683,630	7,545	2
11,571	Capital Grants	11,571	11,571	-	
	(b) Manitoba Scholarship and Bursary Initiative				
10,000	Grant Assistance	9,882	9,951	(69)	

(c) Apprenticeship Manitoba					
3,199		Salaries and Employee Benefits	3,700	3,327	373
901		Other Expenditures	671	591	80
13,042		Financial Assistance	12,664	9,229	3,435
733,004	44-2	Subtotal	731,984	739,904	(7,920)
44-3 Advanced Education					
(a) Student Access and Success					
3,626		Salaries and Employee Benefits	3,530	3,330	200
2,080		Other Expenditures	1,124	3,734	(2,610)
6,848		Grant Assistance	23,602	24,190	(588)
15,767		Financial Assistance	16,501	14,482	2,019
					5
(b) Canada Student Grants					
3,410		Grant Assistance	2,064	1,900	164
(c) Student Loan Administration					
13,428		Grant Assistance	16,007	6,897	9,110
					6
65,159	44-3	Subtotal	62,828	54,533	8,295
44-4 Costs Related to Capital Assets					
(a) General Assets					
376		Amortization Expense	376	376	-
376	44-4	Subtotal	376	376	-
801,773		Total Expenditures	798,305	797,138	1,167

Explanation(s):

1. One-time costs associated with legal liability.
2. Operating grant increase.
3. Increased program demand.
4. One-time costs associated with IT project.
5. Reclassification from grant assistance to financial assistance.
6. Higher interest rates resulting in higher interest expenses.

Overview of Capital Investments, Loans and Guarantees

Part B – Capital Investment	2022/23 Actual \$(000s)	2022/23 Authority \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
	-	-	-	-

Explanation(s):

Part C – Loans and Guarantees	2022/23 Actual \$(000s)	2022/23 Authority \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Provides for Manitoba Student Aid	61,000	74,000	(13,000)	1

Explanation(s):

1. Lower number of student loans than anticipated.

Part D – Other Reporting Entities Capital Investment	2022/23 Actual \$(000s)	2022/23 Authority \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Provides for Post-Secondary Institutions	11,340	10,000	1,340	1

Explanation(s):

1. Increased capital investment in post-secondary institutions related to nursing expansion.

Revenue Summary by Source

Departmental Actual Revenue

For the fiscal year ended March 31, 2023 with comparative figures for the previous fiscal year \$ (000s)

Restated 2021/22	Actual 2022/23	Increase/ (Decrease)	Expl. No.	Source	Actual 2022/23	Estimate 2022/23	Variance Over/(Under)	Expl. No.
Taxation								
-	-	-			-	-	-	
Subtotal								
-	-	-			-	-	-	
Other Revenue								
136	176	40		Fees	176	328	(152)	
19	10	(9)		Sundry	10	10	-	
Subtotal								
155	186	31			186	338	(152)	
Government of Canada								
2,000	2,000	-		Canada-Manitoba Minority Language Education Agreement	2,000	2,000	-	
-	384	384		Skills for Success	384	1,961	(1,577)	1
1,906	1,874	(32)		Canada Student Loan Service Fee	1,874	1,740	134	
1,651	1,888	237		Canada Study Grants	1,888	3,410	(1,522)	2
Subtotal								
5,557	6,146	589			6,146	9,111	(2,965)	
Total Revenue								
5,712	6,332	620			6,332	9,449	(3,117)	

Explanation(s):

1. Delay in start of funding agreement with Government of Canada.
2. Lower applications resulting in lower expense and recovery revenue from the Government of Canada.

Departmental Program and Financial Operating Information

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-appropriations	2022/23 Actual	2022/23 Authority	
	\$ (000s)	FTEs	\$ (000s)
44-1(a) Minister's Salary	44	1.00	42
44-1(b) Executive Support	829	8.00	815
44-1(c) Policy and Performance	2,244	24.00	2,377
TOTAL	3,117	33.00	3,234

Minister's Salary

Sub-Appropriation Description

Provides additional compensation to which individuals appointed to the Executive Council are entitled.

44-1(a) Minister's Salary

Expenditures by Sub-Appropriation	Actual 2022/23	Authority 2022/23		Variance	Expl. No.
	\$ (000s)	FTEs	\$ (000s)	Over/(Under) \$ (000s)	
Salaries and Employee Benefits	44	1.00	42	2	
Total Sub-Appropriation	44	1.00	42	2	

Explanation(s):

Executive Support

Sub-Appropriation Description

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

44-1(b) Executive Support

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/23 \$ (000s)	FTEs	\$(000s)	Over/(Under) \$ (000s)	
Salaries and Employee Benefits	749	8.00	740	9	
Other Expenditures	80	-	75	5	
Total Sub-Appropriation	829	8.00	815	14	

Explanation(s):

Policy and Performance

Sub-Appropriation Description

Contributes to the coordination 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 Results Achieved

- Implemented the Student-Level Data Solution in collaboration with post-secondary stakeholders to enhance data collection and analysis to inform decision making.
- Developed comprehensive well-designed departmental engagement plans with stakeholders and coordinated departmental engagements related to Post-Secondary Tuition, Post-Secondary Achievements and Outcomes work, and Apprenticeship and Certification Board Five-Year Strategic Plan.
- Fostered effective federal, provincial, community and business partnerships through the Council of Ministers of Education, Canada and other inter-governmental forums to inform the development of Manitoba's education and workforce priorities.
- Provided across departmental support for core government functions and deliverables

44-1(c) Policy and Performance

Expenditures by Sub-Appropriation	Actual	<u>Authority 2022/23</u>		Variance	Expl. No.
	2022/23 \$ (000s)	FTEs	\$(000s)	Over/(Under) \$ (000s)	
Salaries and Employee Benefits	2,061	24.00	2,058	3	
Other Expenditures	183	-	319	(136)	
Total Sub-Appropriation	2,244	24.00	2,377	(133)	

Explanation(s):

Advanced Education (Res. No. 44.2)

Main Appropriation Description

Advanced Education provides direction, funding, and/or regulatory oversight to Manitoba's publicly funded university, colleges, 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 program aligned with labour market needs.

Sub-appropriations	2022/23 Actual	2022/23 Authority	
	\$ (000s)	FTEs	\$ (000s)
44-2(a) Advanced Education	705,067	25.00	705,862
44-2(b) Manitoba Scholarship Bursary Initiative	9,882	-	10,000
44-2(c) Apprenticeship Manitoba	17,035	46.00	17,142
TOTAL	731,984	71.00	733,004

Advanced Education

Sub-Appropriation Description

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.

Key Results Achieved

- Worked closely with Manitoba Health to help meet the need for trained health care professionals through collaboration and a series of investments with our post-secondary partners to expand training seats for Nurses, Physicians, Advanced Care Paramedics, Combined Lab X-Ray Technologists, Respiratory Therapists, and Electroneurophysiologists.
- Announced funding to support the expansion of seats in the Doctor of Veterinary Medicine program at the Western College of Veterinary Medicine, exclusively targeted toward rural large animal practice beginning September 2023.
- Completed extensive stakeholder engagements to receive public perspectives and responses that will inform the creation of a new tuition fees and student fees policy that will balance affordability and accessibility for students while ensuring institutions have the financial resources needed to offer quality programming.

- Completed consultations with post-secondary institution stakeholders on post-secondary achievements and outcomes which helped the department gain a better understanding of post-secondary priorities and opportunities to support transparency and public reporting.
- Advanced Manitoba's commitment to creating 23,000 new childcare spaces by March 31, 2026. Under the Canada-Manitoba Canada-Wide Early Learning and Child Care (CW-ELCC) Agreement, with the Government of Canada by providing \$24.7 million in funding, training for child-care professionals will be expanded by adding an estimated 998 seats over a three year period.
- Improved response time to program applications from post-secondary institutions through development of new streamlined processes.
- Established and implemented an Orientation Manual and Procedures Manuals to ensure the quick and efficient onboarding of new staff and to ensure a consistent approach and application of procedures for all stakeholders.

44-2(a) Advanced Education

Expenditures by Sub-Appropriation	Actual 2022/23	Authority 2022/23		Variance Over/(Under)	Expl. No.
	\$ (000s)	FTEs	\$(000s)	\$ (000s)	
Salaries and Employee Benefits	1,933	25.00	1,958	(25)	
Other Expenditures	388	-	570	(182)	
Grant Assistance	691,175	-	691,763	(588)	
Capital Grants	11,571	-	11,571	-	
Total Sub-Appropriation	705,067	25.00	705,763	(795)	

Explanation(s):

Manitoba Scholarship and Bursary Initiative

Sub-Appropriation Description

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 1:2 public to private ratio (one government dollar for every two private dollars donated). The institutions assess, determine and award scholarships and bursaries to students.

Key Results Achieved

- Disbursed \$9.88 million to 12 post-secondary institutions and organizations leveraging philanthropic support for scholarships and bursaries that provided an estimated \$19.8 million to Manitoba students during the 2022/23 program year. Year-end statistics will be finalized in fall 2023.

44-2(b) Manitoba Scholarship and Bursary Initiative

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/23 \$ (000s)	FTEs	\$ (000s)	Over/(Under) \$ (000s)	
Grant Assistance	9,882	-	10,000	(118)	
Total Sub-Appropriation	9,882	-	10,000	(118)	

Explanation(s):

Apprenticeship Manitoba

Sub-Appropriation Description

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

Key Results Achieved

- Red tape reduction and streamlining Apprenticeship Manitoba operations, including the implementation of new Sector Committees and Industry Working Groups to support activities of the Apprenticeship and Certification Board. These changes enable the branch and the board to modernize the apprenticeship system to meet industry needs.
- Completed extensive stakeholder engagements to inform the Apprenticeship and Certification Board's 2023-28 Strategic Plan through participation in-person and virtual client/stakeholders engagements and public consultations, to provide input on priorities for the board to focus on over the next five years.
- Enhancing Apprenticeship Manitoba client-centred services by undertaking several initiatives to streamline activities, ensure accessibility, and ease of use that includes creation of an online system for apprentices and employers to report Apprentice On-the-Job hours to replace the apprentice "Blue Books" and the completion of an audit of the Apprenticeship Manitoba website to update all information and ensure accessibility and ease of use.
- Registered 2,941 new apprentices, for a total of 10,870 active apprentices, including 1,065 engaged in the High School Apprenticeship Program, 1,504 female apprentices and 1,180 indigenous apprentices.

Journeyperson status was achieved through apprenticeship by 1,051 individuals and 82 persons through Trades Qualification.

44-2(c) Apprenticeship Manitoba

Expenditures by Sub-Appropriation	Actual 2022/23	Authority 2022/23		Variance	Expl. No.
	\$ (000s)	FTEs	\$(000s)	Over/(Under) \$ (000s)	
Salaries and Employee Benefits	3,700	46.00	3,199	501	
Other Expenditures	671	-	901	(230)	
Financial Assistance	12,664	-	13,042	(378)	
Total Sub-Appropriation	17,035	46.00	17,142	(107)	

Explanation(s):

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 needed to participate fully in the community and contribute to a growing economy.

Sub-appropriations	2022/23 Actual	2022/23 Authority	
	\$ (000s)	FTEs	\$ (000s)
44-3(a) Student Access and Success	44,757	50.00	48,321
44-3(b) Canada Student Grants	2,064	-	3,410
44-3(c) Student Loan Administration	16,007	-	13,428
TOTAL	62,828	50.00	65,159

Student Access and Success:

Sub-Appropriation Description

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

Key Results Achieved

- Launched the Canada-Manitoba Student Loans Integration Project, which helped streamline and simplify the administration of student loans by allowing borrowers to make only one monthly repayment and contact only one service centre for loan repayment information.
- Expanded access to supports for students with persistent and prolonged disabilities by aligning Manitoba Student Aid with changes introduced by the Canada Student Financial Assistance program to expand supports for students with permanent disabilities to include students with persistent or prolonged disabilities.
- Expanded access to supports for borrowers in Lower-Income Households by Manitoba Student Aid with changes to the Canada Student Financial Assistance Program's Repayment Assistance Plan by increasing the zero-payment income threshold.
- Disbursed \$20.1 million to 59 adult learning centres and literacy agencies in 130 Manitoba locations serving over 7700 adult learners.

- Enabled 962 adult learners to graduate with a Manitoba high school diploma and support students at Adult Learning Centres to complete over 8720 credit courses. 91% of literacy learners who attended a Manitoba Adult Literacy Program advanced in their literacy skills.
- Increased the number of Manitoba Student Aid and Manitoba Adult Learning and Literacy stakeholder engagements to strengthen supports for post-secondary students and adult learners advancing their education.

44-3(a) Student Access and Success

Expenditures by Sub-Appropriation	Actual 2022/23	Authority 2022/23		Variance Over/(Under)	Expl. No.
	\$ (000s)	FTEs	\$(000s)	\$ (000s)	
Salaries and Employee Benefits	3,530	50.00	3,626	(96)	
Other Expenditures	1,124	-	2,080	(956)	
Grant Assistance	23,602	-	26,848	(3,246)	1
Financial Assistance	16,501	-	15,767	734	
Total Sub-Appropriation	44,757	50.00	48,321	(3,564)	

Explanation(s):

1. Lower program applications.

Canada Student Grants

Sub-Appropriation Description

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.

Key Results Achieved

- Awarded approximately \$93.9 million in Canada Student Grants to 14,485 post-secondary students.
- Disbursed approximately \$2.3 million to 541 students in Canada Student Grants for Services and Equipment for Students with Permanent Disabilities in the program year.

44-3(b) Canada Student Grants

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/23 \$ (000s)	FTEs	\$(000s)	Over/(Under) \$ (000s)	
Grant Assistance	2,064	-	3,410	(1,346)	1
Total Sub-Appropriation	2,064	-	3,410	(1,346)	

Explanation(s):

1. Lower program applications.

Student Loan Administration

Sub-Appropriation Description

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 Results Achieved

- Assisted 17,705 Manitoba students with access to funding for post-secondary education through the Manitoba Student Aid program, providing approximately \$258.3 million through federal and provincial student loans, grants and bursaries during the program year August 1, 2022 to July 31, 2023.
- Increased the budget for the Manitoba Bursary by \$1.2 million for the 2022/23 fiscal year for a total commitment of \$22.3 million. Manitoba Student Aid disbursed \$21.0 million to 11,959 lower-income students through the Manitoba Bursary program, including a top-up to 1,322 Indigenous students, during the program year August 2022 to July 2023. The Manitoba Bursary is non-repayable up-front funding for up to \$2,000, with additional support of up to \$1,500 for Indigenous students.

Summary of Loans, Awards, and Bursaries For 2022/23

Full-Time Students	Number of Students	Total Awards (\$)	Average (\$)
Loans			
Canada Student Loans Authorized	15,643	\$80,925,848.00	\$4,785.68
Manitoba Student Loans Authorized	16,294	\$62,057,272.00	\$3,454.92

Provincial Non-Repayable Support			
Manitoba Bursary	11,959	\$20,981,768.00	\$1,636.39

Canada Student Grants for Full-time Students			
Full-time	12,876	\$71,275,416.00	\$4,893.93
Permanent, Persistent, or Prolonged disabilities	1,353	\$5,662,000.00	\$4,138.89
With dependents	2,540	\$13,228,209.00	\$4,631.73
Disabilities Equipment & supplies	536	\$2,261,674.00	\$4,219.54

Part-Time Students	Number of Students	Total Awards (\$)	Average (\$)
Loans			
Part-time Canada Student Loans Authorized	141	\$410,221.00	\$2,681.18

Canada Student Grants for Part-time Students			
Part-time	472	\$1,203,096.00	\$2,548.93
Permanent, Persistent, or Prolonged disabilities	22	\$102,000.00	\$4,636.36
With dependents	61	\$110,656.00	\$1,814.03
Disabilities Equipment & supplies	5	\$48,650.00	\$9,730.00

*Based on program year data (August 1, 2022 to July 31, 2023)

Summary of Loans, Awards, and Bursaries by Institution For 2022/23

			Loan (\$)			Non-Repayable Financial Assistance (\$)		
			Federal		Provincial	Federal	Provincial	
Institution	# Studs. Processed Applns	# of Awarded Stud. Applns	Canada Student Loans (Full Time)	Canada Student Loans (Part Time)	Manitoba Student Loans	Canada Student Grants	Manitoba Bursary	Total Awards
University Of Manitoba	7,286	6,498	\$22,937,682	\$96,109	\$22,755,233	\$36,232,965	\$9,660,794	\$91,682,783
Université de Saint-Boniface	273	232	\$816,395	\$7,089	\$811,753	\$1,855,798	\$404,121	\$3,895,156
Red River College	2,210	1,945	\$6,062,269	\$74,564	\$5,432,975	\$10,391,405	\$2,409,832	\$24,371,045
University Of Winnipeg	2,458	2,121	\$5,389,688	\$71,812	\$5,647,444	\$12,492,301	\$3,258,755	\$26,860,000
Assiniboine Community College	575	484	\$2,042,608	\$1,495	\$1,675,823	\$3,129,858	\$725,866	\$7,575,650
Brandon University	808	719	\$2,674,574	\$6,176	\$2,712,415	\$4,363,938	\$1,166,239	\$10,923,342
University College Of North	149	125	\$542,994	\$2,471	\$438,167	\$1,004,022	\$256,241	\$2,243,895
Other Manitoba	2,862	2,308	\$17,006,047	\$63,340	\$8,360,456	\$8,036,154	\$527,586	\$34,053,583
Canada	3,761	2,975	\$20,390,303	\$73,587	\$12,508,627	\$14,535,944	\$2,569,948	\$50,078,409
Elsewhere	380	333	\$3,003,288	\$13,578	\$1,714,379	\$1,849,046	\$2,386	\$6,582,677
Total	20,687	17,705	\$80,925,848	\$410,221	\$62,057,272	\$93,891,431	\$20,981,768	\$258,266,540

44-3(c) Student Loan Administration

Expenditures by Sub-Appropriation	Actual 2022/23	Authority 2022/23		Variance Over/(Under)	Expl. No.
	\$ (000s)	FTEs	\$ (000s)	\$ (000s)	
Grant Assistance	16,007	-	13,428	2,579	1
Total Sub-Appropriation	16,007	-	13,428	2,579	

Explanation(s):

1. Higher interest rates resulting in higher interest expenses.

Costs Related to Capital Assets (Non-Voted)

Description

The appropriation provides for the amortization and interest expense related to capital assets.

44.4 Costs Related to Capital Assets

Description	2022/23 Actual \$(000s)	2022/23 Authority \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Costs Related to Capital Assets (amortization)	376	376	-	
Total Sub-Appropriation	376	376	-	

Explanation(s):

Other Key Reporting

Departmental Risk

Advanced Education and Training provides leadership in risk analysis through its Comptrollership framework and by creating a risk management culture that facilitates assessment and management of risk. Risk is managed for policy, operations, human resources, financial, legal, health and safety, environment and reputation within a legislative environment, both in regards to the probability of occurrence and degree of damage and strategies for mitigating or minimizing potential situations.

A continuous, proactive, and systematic process is undertaken to ensure that decisions support the achievement of organizational corporate objectives. This enterprise approach ensures that accidents and unexpected losses are minimized.

The department manages its risks under the guidance of its comptrollership plan and all aspects of the central government Manitoba Risk Management Policy. The department must: a) emphasize loss prevention, loss reduction and risk transfer methods; b) identify risks thoroughly; c) identify strategies to mitigate or minimize risk; and d) receive appropriate approval. Specific activities are identified in the department comptrollership framework to meet risk management responsibilities, as follows:

- Preparation of program area business plans (activities, objectives and goals)
- Assessment of the risks identified in the business plans
- Strategy and action plan development for the identified risks (level of risk acceptance and risk mitigation)
- Engaging in awareness, communication, education and testing activity for identified risk areas
- Executive Management Committee oversight on risk and financial management of the department's activities to ensure departmental and government goals are being met

Through fiscal year 2022/23, the Department undertook the following specific activities toward managing its risks.

Risk	Activities taken to reduce / remove risk
Personnel Loss Exposure	<p>The department branches continues to conduct succession planning for critical positions and fostering employee retention through employee engagement. The department in consultation with HR uses various recruitment strategies to attract highly qualified candidates.</p> <p>Learning Plans are regularly updated to help address the ongoing changes in the workforce and the way services were delivered.</p> <p>Mentoring and acting opportunities were employed to share knowledge and provide staff with additional experience to address the challenges created by retirements and departures of departmental staff.</p>
Natural disaster – environmental	<p>Under the department’s Business Continuity Plan, appropriate resources (laptops, VPN access, smartphones, computer applications, etc) are provided to staff for them to transition to working from home with very little impact to operations in the event of a natural disaster. Business processes support remote working, minimizing the potential for disruptions.</p>
Overspending	<p>The department monitors revenues and expenditures to ensure budgets are not exceeded.</p>

Regulatory Accountability and Red Tape Reduction

Regulatory requirements

	April 1, 2022	March 31, 2023
Total number of regulatory requirements	21,470	19,481
Net change		-16
Percentage change		-0.07%

- 'Total number of regulatory requirements' includes transfers of regulatory requirements in and out of the department in 2022/23.
- 'Net change' includes the changes (sum of decreases and increases) in regulatory requirements undertaken by the department in 2022/23 and is net of transfers of regulatory requirements in and out of the department.
- 'Percentage change' includes percentage changes in regulatory requirements undertaken by the department in 2022/23 and is net of transfers of regulatory requirements in and out of the department.

The Public Interest Disclosure (Whistleblower Protection) Act

The Public Interest Disclosure (Whistleblower Protection) Act came into effect in April 2007 and amended in 2018 gives employees a clear process for disclosing concerns about significant and serious matters (wrongdoing) in the Manitoba public service, and protects employees who make those disclosures from reprisal. The act builds on protections already in place under other statutes, as well as collective bargaining rights, policies, practices and processes in the Manitoba public service.

Wrongdoing under the act may be: contravention of federal or provincial legislation; an act or omission that endangers public safety, public health or the environment; gross mismanagement; or knowingly directing or counseling a person to commit a wrongdoing. The act is not intended to deal with routine operational or administrative matters.

A disclosure made by an employee in good faith, in accordance with the act, and with a reasonable belief that wrongdoing has been, or is about to be, committed is considered to be a disclosure under the act, whether or not the subject matter constitutes wrongdoing. All disclosures receive careful and thorough review to determine if action is required under the act, and must be reported in a department’s annual report in accordance with Section 29.1.

The following is a summary of disclosures received by Manitoba Advanced Education and Training for fiscal year 2022/2023.

Information Required Annually (per section 29.1 of PIDA)	Fiscal Year 2022/2023
The number of disclosures received, and the number acted on and not acted on. Subsection 29.1(2)(a)	Nil
The number of investigations commenced as a result of a disclosure. Subsection 29.1 (2)(b)	Nil
In the case of an investigation that results in a finding of wrongdoing, a description of the wrongdoing and any recommendations or corrective actions taken in relation to the wrongdoing, or the reasons why no corrective action was taken. Subsection 29.1(2)(c)	Nil

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 at March 31, 2023
Women	50%	68.5%
Indigenous Peoples	16%	12.3%
Visible Minorities	13%	28.8%
Persons with Disabilities	9%	14.4%

Appendices

Appendix A – Other Reporting Entities

Other Reporting Entities (OREs) are accountable to the Minister. OREs are directly or indirectly controlled by government as prescribed by the Public Sector Accounting Board.

The following Other Reporting Entities (OREs) form part of the department's consolidated results:

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. 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.

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 institution. 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/>

Appendix B - Statutory Responsibilities

The department of Advanced Education and Training operates under the authority of the following acts of the Continuing Consolidation of the Statutes of Manitoba:

The Adult Learning Centres Act (c. A5)
The Advanced Education Administration Act (c.A6.3)
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 Helen Betty Osborne Memorial Fund Act (c. H38.1)
The International Education Act (c. I75)
The Private Vocational Institutions Act (c. P137)
The Red River College Polytechnic 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)

In addition, policies specific to departmental programs are documented in the General Manual of Administration and various Manitoba government catalogues and publications.

Province of Manitoba

**The Private Vocational Institutions Act
Training Completion Fund**

**Financial Statements
For the Year Ended December 31, 2022
(Unaudited)**

To the Operators and Students of Manitoba's Private Vocational Institutions

Dear Stakeholders:

I am pleased to present the ninth annual report of the Manitoba Training Completion Fund, for the period January 1 to December 31, 2022.

The Private Vocational Institutions Act, administered by the Private Vocational Institutions Branch, aims to provide consumer protection for both students and registered institutions. The Training Completion Fund (the Fund), a means to protect students in the event of an institution's closure, helps to further this goal.

Private vocational institutions remit one per cent of all tuition collected into the Fund on behalf of students enrolled in registered programs. Forty-nine institutions remitted their students' contributions to the Fund in 2022.

If you have questions about this annual report, you are encouraged to contact the Manager of the Private Vocational Institutions Branch at 204-945-8507.

Sincerely,

Sarah Guillemard
Minister
Advanced Education and Training

DESTINATAIRES : Intervenants et étudiants des établissements d'enseignement professionnel privés du Manitoba

Bonjour,

Nous sommes heureux de vous présenter le rapport annuel du Fonds d'aide à la formation du Manitoba pour la période du 1^{er} janvier au 31 décembre 2022.

La Loi sur les établissements d'enseignement professionnel privés qui régit la Direction des établissements d'enseignement professionnel privés vise à protéger à la fois les étudiants et les établissements agréés. Le Fonds d'aide à la formation du Manitoba, fonds créé pour protéger les étudiants en cas d'une fermeture d'établissement, permet de mieux atteindre cet objectif.

Les établissements d'enseignement professionnel privés contribuent au Fonds d'aide à la formation en y versant 1 % de tous les frais de scolarité qu'ils perçoivent pour les étudiants inscrits dans des programmes agréés. Quarante-neuf (49) établissements ont contribué au Fonds en 2022.

Si vous avez des questions au sujet du présent rapport annuel, n'hésitez pas à communiquer avec la direction des Établissements d'enseignement professionnel privés au 204 945-8507.

Veuillez agréer l'expression de nos meilleurs sentiments.

Ministre de l'Éducation postsecondaire et de la Formation,

Mme Sarah Guillemard

Training Completion Fund

The Private Vocational Institutions Act (“the Act”) received Royal Assent on August 1, 2002. Section 13 of The Act established the Training Completion Fund, which is a “pool” of monies to be used to help finance the completion of training contracted by students should an institution unexpectedly cease to do business.

The Act came into force on January 1, 2003. Under this legislation, if an institution’s registration is cancelled or not renewed, or if the institution becomes insolvent, the Minister may pay an amount out of the Fund for the completion of a student’s program or to refund a student’s tuition fees in the manner prescribed by the regulation. If there are insufficient monies in the Fund to pay for the completion of the program or to refund the tuition, the monies paid out must not exceed the amount of revenue in the Fund. Monies, in this case, are paid out on a pro rata basis.

The regulations under the Act further outline details of the Fund. The Fund is capitalized by registered private vocational institutions which submit payments in the amount of one per cent of all tuition collected (private and third-party-pay tuition). The Training Completion Fund Report and payments are submitted quarterly, by institution, with a list of all students by program intake, including the email and telephone number for each student. This action essentially “registers” a student with the Private Vocational Institutions Branch in the event that the Fund is accessed during the student’s scheduled training period.

TRAINING COMPLETION FUNDS (TCF)
Statement of Revenues and Expenditures
(Unaudited)

	2022	2021*
Revenue		
• Registrant Contributions	\$438,975	\$477,206
• Registrant Contributions for Prior Period	-	-
• Interest Revenue	\$78,702	\$2,845
Total Revenue	\$517,677	\$480,051
Expenditures	0.00	0.00
Excess of Revenues over Expenditures	\$517,677	\$480,051
Funds Balance.		
Funds balance, January 1st	\$5,050,253	\$4,570,202
Funds balance, December 31st	\$5,567,930	\$5,050,253

Balance Sheet
(Unaudited)

	2022	2021*
Assets		
• Cash and Cash Equivalents (note 1)	\$5,319,602	\$4,907,604
• Contributions Receivable (note 2)	\$248,328	\$142,649
Total Revenue	\$5,567,930	\$5,050,253

* Actual revenue and receivable have been adjusted to correct recording and year end cut-off errors. If not corrected, the 2021 funds balance would be understated and that of subsequent period to be overstated.

TRAINING COMPLETION FUNDS (TCF)

	Funds Balance
Balance, 31 December 2021, as previously reported	5,049,962
Add credit balance applied to customer's account which debited revenue in error	115
Add to correct cut off error (revenue understated by \$176 of accrued interest)	176
Balance, 31 December 2021 as restated	5,050,253

Province of Manitoba

The Private Vocational Institutions Act Training Completion Fund

Notes to Financial Statements

Section 13 of The Private Vocational Institutions Act and sections 25 to 27(7) of Manitoba Regulation 237/02 regulate the establishment and operation of the Training Completion Fund. The purpose of the Fund is to provide protection to students so that they are able to complete their training at another institution or receive a refund in the event their institution closes. All private vocational institutions (“registrants”) submit payment in the amount of one per cent of all tuition collected (private and third party tuition) to the Private Vocational Institutions Branch.

On a quarterly basis, institutions are required to submit a list of all students by program intake, including the address and telephone number for each student, to the Private Vocational Institutions Branch. Institutions are also required to submit a list of all student names, email, telephone numbers, and third party funders for those students who have withdrawn from their course of studies. The completed Training Completion Fund Report and a cheque made payable to the Minister of Finance must be submitted to the Private Vocational Institutions Branch.

Fifty-eight institutions were actively registered in 2022. Of these, several focused solely on contract training; that is, training that is not regulated under the Act or subject to Training Completion Fund requirements. As a result, forty-nine institutions contributed to the Fund in 2022.

1. Cash equivalents included in cash are recorded at cost. Market values approximate cost. Cash equivalents are all highly liquid securities with a maturity of three months or less when purchased.
2. Contributions receivable relate to outstanding payments from private vocational institutions at year end.
3. Per subsection 13 (3) of The Private Vocational Institutions Act, the Fund may only be used to:
 - Make payments to another institution for the completion of a student’s program of instruction or refund tuition fees to a student when a registered institution becomes insolvent,
 - Make payments to another institution for the completion of a student’s program of instruction or refund tuition fees to a student when a registered institution’s registration is cancelled or is not renewed,
 - Pay for administering and auditing the Fund.

Glossary

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.

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.

Authority – In the financial tables throughout this report, represents the authorized votes approved by the Legislative Assembly in the Estimates of Expenditure (budget) as well as any changes (if applicable) as a result of government reorganizations, allocations from Enabling Appropriations, or and virement transfers between Main appropriations within the department. For a full reconciliation of the Printed Estimates of Expenditure to the Authority please see the Expense Summary by Appropriation report in the Report on the Estimates of Expenditure and Supplementary Information.

Balanced Scorecard – is an established integrated strategic planning and performance measurement framework. Implementation of Balanced Scorecards in the Manitoba government is a major initiative that is intended to strengthen the alignment of department level work with government priorities, improve accountability and transparency, and to deliver better outcomes for Manitobans.

Baseline - The starting data point for the performance measure.

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.

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) – Includes core government and Crown organizations, 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.

Interfund Activity – Public Sector Accounting Standards adjustments including Health and Education Levy and Employee Pension and Other Contributions, attributed to the entire department.

Key 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.

Other Reporting Entity (ORE) – 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 standard four perspectives are: Quality of Life, Working Smarter, Public Service and Value for Money.

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. They provide 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.

Virement – Refers to a transfer of authority between operating expenditure appropriations within a department.

Vision – The vision serves as the guiding statement for the work being done. A powerful vision provides everyone in the organization with a shared image of the desired future. It should answer why the work being done is important and what success looks like.