

Nova Scotia Apprenticeship Agency

2016/17 Business Plan



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Accountability Statement

Nova Scotia continues to be a great place to be an apprentice and work in the skilled trades. There are over 6200 apprentices learning while they earn and over 1,800 employers mentoring apprentices in their trade in the current system.

The Nova Scotia Apprenticeship Agency (NSAA) is undertaking a number of initiatives to ensure that the apprenticeship system is effective, efficient, and works well for employers and apprentices. For example, through Harmonization and Mobility Agreements, greater numbers of apprentices are building a career in our province and across the country.

The Nova Scotia Apprenticeship Agency operates under the *Apprenticeship and Trades Qualifications Act and General Regulations*, the Operating Charter, and the Nova Scotia Apprenticeship Agency Strategic Plan. As the Chair of the Nova Scotia Apprenticeship Agency Board, I recommend this document presented by the CEO and approved by the Board.

The business plan highlights our plans for the 2016/17 fiscal year. It is consistent with the mandate and goals of the NSAA, the government's priorities for modernizing the apprenticeship system as well as the apprenticeship environment in Nova Scotia.

As we continue to deliver our programs and services, we reaffirm our commitment to apprentices, journeypersons, employers, NSAA staff, and all those participating in the Nova Scotia apprenticeship and trades certification system.



Carol MacCulloch

Nova Scotia Apprenticeship Agency Board Chair

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Strategic Direction and Context

Strategic Direction

Apprenticeship and Trades Certification is a rewarding post-secondary option and key to our economy's success. The Apprenticeship and Trades Qualifications Act and General Regulations and the Community Colleges Act establish the legal framework for the trades training system. The Nova Scotia Apprenticeship Agency (NSAA) facilitates the system within the parameters of the Agency's Operating Charter and is comprised of the Board, Board Committees, Trade Advisory Committees, the Chief Executive Officer, and the NSAA staff.

The NSAA's governance model is based on accountability and industry involvement in strategic planning, oversight, resource allocation, and program outcomes. The NSAA Board is made up of ten trade sector seats, four members at large and the Nova Scotia Community College Vice President, Academic.

Our vision is an industry-led apprenticeship system that builds and maintains a highly skilled and diverse workforce, contributing to the economic success of Nova Scotia.

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

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

The full strategic plan is available at

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

This Business Plan details the goals, strategies, measures and targets for 2016-17.

Operating Environment

The NSAA operates in an environment where birthrates are declining, youth are leaving the province to find work and many in the existing workforce are planning to retire in the next several years. With large projects like the National Shipbuilding Procurement Strategy and the Maritime Link unfolding, these factors in combination may lead to labour shortages in skilled trades occupations. Employers in Nova Scotia are also challenged to keep certified journeypersons when employers in other jurisdictions can offer better wages and more steady employment.

The system has 69 designated trades, thirteen of which are compulsory certified and require that one be an apprentice or certified in order to work legally in the trade. Apprenticeship technical training is provided in 32 trades and the remaining trades are certification-only, meaning trades practitioners who meet the requirements may challenge to write the certification exam. There are Atlantic and national initiatives that are ongoing and will lead to harmonization of apprenticeship technical training across jurisdictions and improved mobility for apprentices who need to work in other jurisdictions in order to

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continue their training. Provincial and Atlantic Trade Advisory Committee participation is critical to the success of this work.

The majority of training takes place on the job site under the supervision of a certified journeyperson. Too few employers participate in the system, limiting opportunities for young people who want to stay and work in Nova Scotia. In addition there is a general lack of understanding of apprenticeship and the value of working in a skilled trade career. Most apprentices are Caucasian male and very few are women or from diverse groups.

The majority of funding for the trades training system in Nova Scotia goes to the Nova Scotia Community College for the provision of pre-apprenticeship programs. However, very few graduates continue their training as apprentices. There is a recognized need to reallocate funding along the trades training continuum where it can achieve more effective results.

The Agency was created by government in response to industry demand to have greater involvement in the strategic and operational decisions required in order to improve outcomes across the system, from pre-apprenticeship to post-journeyperson training.

Risks, Opportunities, and Response Strategies

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

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

In response, the NSAA proposes to:

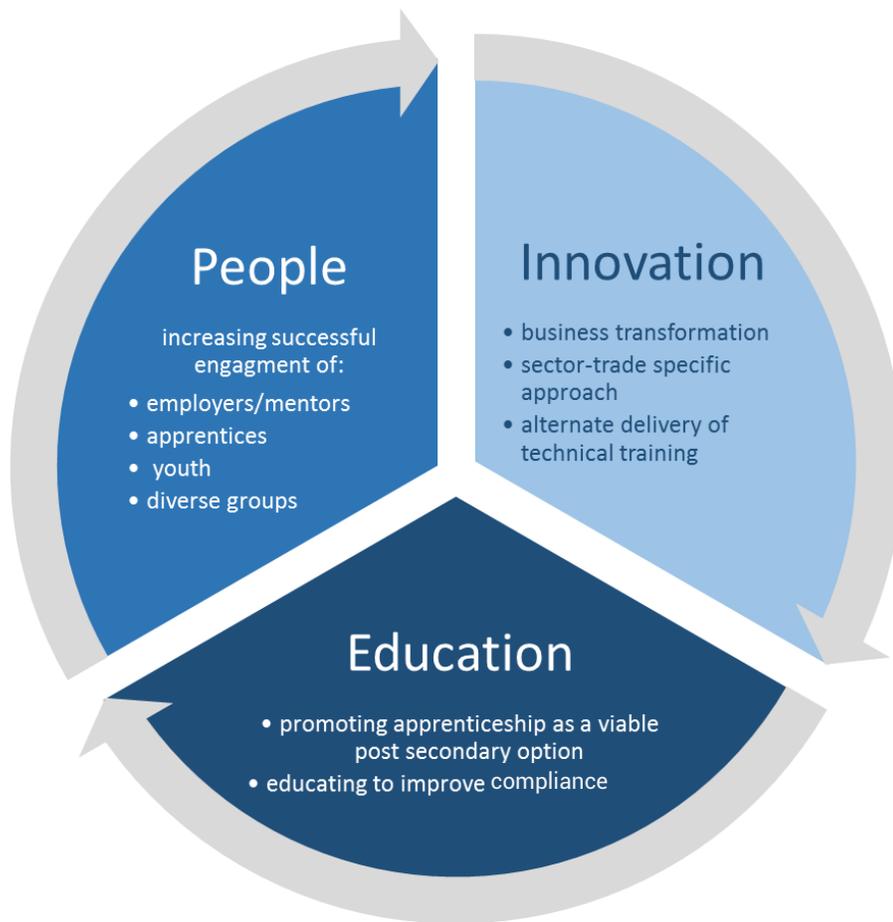
- create a stakeholder engagement plan to ensure that employers are heard and receive good communication, and that they participate more fully in the apprenticeship system;
- work with government entities to ensure procurement practices support the use of apprentices where relevant;
- lay the ground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

In addition, unlike most other Canadian jurisdictions, the Apprenticeship System in Nova Scotia relies heavily on entrants with community college training and has few apprentices entering directly from high

school. The heavy reliance on pre-apprenticeship training shifts the dialogue on apprenticeship to include discussions of the relevance and capacity of the pre-apprenticeship training and its linkage to the labour market and to employers. The NSAA will work to balance the trades training investment across the system as well as promote the direct entry apprenticeship pathway with industry when relevant.

Link to Government Priorities

The Nova Scotia Apprenticeship Agency’s Strategic Plan focuses on culture change, improving apprentice and employer success, strengthening delivery of training and making certification an economic driver are founded on government priorities all of which will advance the government priorities of People, Innovation and Education. The specific strategies that advance the government priorities are illustrated in the chart below.



Action Plan (2016-2017)

Goals, Strategies, Measures, and Targets

Nova Scotia’s apprenticeship and trades certification system plays a unique and critical role in building a well-educated and highly skilled workforce—the workforce we need for our businesses and communities to prosper. NSAA recognizes that a successful apprenticeship system should acknowledge and provide for the various needs of each trade, establish relevant and integrated training pathways and enable trade direction/advice regarding each program, all the while moving apprentices along their journey without interruption.

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

NSAA is striving to develop an apprenticeship system that is driven by excellence, responding to the labour market needs of the Nova Scotia economy and remaining flexible and adaptive to changing economic and industry conditions. NSAA will actively engage industry as leaders in the full continuum of trades training and seek to provide meaningful opportunities for all population groups throughout the province.

Key Action from Strategic Plan	2016-2017 Action plan
Implement a marketing and communications strategy to promote apprenticeship and educate apprenticeship partners on their roles and responsibilities	<ul style="list-style-type: none"> • Develop and enhance tools to engage employers in and educate on the apprenticeship system • Develop youth-friendly tools and activities to encourage Nova Scotia youth to consider apprenticeship as a viable post-secondary option
Implement a stakeholder engagement plan	<ul style="list-style-type: none"> • Engage trades and sectors to: inform stakeholders regarding apprenticeship; increase engagement and participation in the system; obtain feedback on regulatory amendments; build system capacity; and promote the value of apprenticeship and the skilled trades
Support successful Board and Trade Advisory Committee leadership and participation	<ul style="list-style-type: none"> • Identify trades for which a Trade Advisory Committee needs to be established • Through established TACs, complete the work on the Cook, Bricklayer, Marine Service Technician, Automotive Service Technician, and Truck and Transport Mechanic trade regulations • Facilitate: Carpenter, Construction Electrician, Industrial Electrician and Automotive Insurance Appraiser Trade Advisory Committees • Expand reach for attracting new Trade Advisory Committee and Board Committee membership with a focus on diversity
Implement a Diversity and Inclusion Framework and Action Plan to guide increased diversity, both in the Agency and in the system	<ul style="list-style-type: none"> • Implement recommendations, including promotion and awareness of apprenticeship to diverse groups and clear apprenticeship pathways for pre-apprenticeship graduates, direct-entry apprentices and trade qualifiers.

With our education partners, expand Youth Apprenticeship Programs	<ul style="list-style-type: none"> • Conduct a <i>Youth Decision Survey</i> with high school students, parents and teachers to determine their level of knowledge regarding apprenticeship and trades certification, and contributing factors to choosing the skilled trades as a career option. • Increase the participation of employers in providing youth apprenticeship opportunities.
Create partnerships to increase the use of apprentices in public sector procurement practices	<ul style="list-style-type: none"> • Expand the Apprenticeship Procurement Policy to other public sector infrastructure projects. Explore how best to incorporate diversity into procurement policies.
Implement a Trade Regulation Framework for designated occupations that are regulated under the <i>Technical Safety Act</i> .	<ul style="list-style-type: none"> • Implement a streamlined regulatory program for Power Engineer and Mobile Crane Operators including harmonization of requirements nationally.

Performance Indicators

Indicator	Benchmark	2016-2017 Target
Number of employers in the apprenticeship system	1780 (2014-2015)	1800
Percent of apprentices who represent diverse populations	9.44% (2014-2015)	10.0%

Discussion

Although the number of employers and apprentices in the system fluctuates and is strongly influenced by economic conditions, the Agency knows from research that only 20-25% of employers who can hire and register apprentices do so. The Agency also knows that youth need to be aware of their career options (including the skilled trades) earlier in their education and that parents are the primary influencers of their careers. Direct-entry apprenticeship is also not well understood among students, teachers, parents, employers, and other stakeholders. There is a mismatch between employers who are looking for apprentices and people who are looking for meaningful employment. Meeting with employers and stakeholders, expanding youth programs, conducting the Youth Decision Survey, beginning implementation of the Diversity and Inclusion Framework and Action Plan, and working closely with our stakeholders to reduce barriers will assist in changing the culture and move the apprenticeship and trades certification system in the positive direction of inclusiveness, connectedness, and industry-led.

Strategic Direction: Changing the Outcome: Apprentice Success

Achieving apprenticeship success starts with helping potential apprentices make more informed career choices. The system will support apprentices to complete their training in a timely manner, gaining the depth and breadth of skills that employers need. To this end, NSAA will work to ensure that training and certification pathways are relevant, integrated, effective, and available. Attracting and retaining apprentices is critical to the success of the apprenticeship system.

Key Action from Strategic Plan	2016-2017 Action plan
Develop a culture of customer service, including service standards for all Agency programs	<ul style="list-style-type: none"> • Publish service standards on the apprenticeship website so service times are clear and transparent • Report on complaints received by the Nova Scotia Apprenticeship Agency
Help students link career exploration in the skilled trade to effective career decision-making	<ul style="list-style-type: none"> • Enhance and increase partnerships to increase opportunities for youth to explore the skilled trades • Work with Education and Early Childhood Development to link the Skilled Trades Centres to Cooperative Education and other opportunities for youth to connect with employers in the skilled trades • Review all information materials with a specific focus on youth, including opportunities to connect with youth through social media
Expand and improve training pathways	<ul style="list-style-type: none"> • Develop criteria that will identify priority trades where training pathways will be developed • Develop training pathways in selected certification-only trades • Develop alternate delivery training in select undersubscribed trades • Develop workplace training skills for record of progress books in select certification-only trades
Develop outreach/bridging programs to increase participation by diverse groups	<ul style="list-style-type: none"> • Research best practice and innovative models • Work with stakeholder organizations to develop pilots
Increase outreach to students in relevant pre-employment programs	<ul style="list-style-type: none"> • Create an apprenticeship module or learning unit in pre-apprenticeship programs that will provide information on the apprenticeship system, requirements, skilled trades, and career paths
Review and improve incentive programs for completion	<ul style="list-style-type: none"> • Evaluate the Apprenticeship Award Trust • Evaluate the Apprenticeship Celebration Event regarding increased participation and recognition for employers and diverse populations

Performance Indicators

Indicator	Benchmark	2016-2017 Target
Percent of apprentices who complete their training within 6 years	47% (2014-2015)	50%
Number of Red Seal Certifications Issued	909 (2014-2015)	1000
Percent of trades with training pathways	46% (2014-2015)	65%

Discussion

The success of apprentices throughout their apprenticeship training depends on many factors. The Agency understands that “one size does not fit all” when it comes to how apprenticeship training is delivered. It is incumbent upon the Agency to work with employers, apprenticeship and training providers to understand the issues that result in apprentices struggling throughout their apprenticeship, not progressing, or not completing their apprenticeship to become certified. To this end, the Agency will work with our clients and partners to develop flexible approaches and provide assistance, supports and resources at needed points along the apprenticeship journey.

Last year, the NSAA significantly reduced wait times for technical training to ensure that we have created an environment where apprentices can complete their training on time. In 2016-2017, we will identify and provide supports to apprentices who have not progressed in their training within the previous 18 months in an effort to increase completion rates within a reasonable time frame. Apprentices and their employers will be provided training plans that would lead to certification.

Strategic Direction: Changing the Outcome: Employer Success

Industry involvement is critical to making effective decisions about funding, program design, pre-apprenticeship, technical training, and program entrance requirements. Pre-apprenticeship training—which is currently the main pathway to apprenticeship—needs to align with labour demands, and employers need to know the benefits of hiring apprentices directly out of high school. Once in apprenticeship, apprentices should experience the highest quality of technical training and have adequate pathways to pursue their certification. Although the current system benefits from the active participation of more than 1700 employers who hire and train apprentices, more are needed to ensure that apprentices can get the skills and experience they need to achieve certification and meet the demands of the labour market.

Key Action from Strategic Plan	2016-2017 Action plan
Develop supports to help employers find apprentices and to help apprentices find jobs	<ul style="list-style-type: none"> • Host an apprentice job fair to increase opportunities for employers to meet with prospective apprentices • Explore the role of the Agency in creating an employer-apprentice matching service
Promote direct entry into apprenticeship to employers	<ul style="list-style-type: none"> • Under the Canada Job Grant, explore opportunities for incentive programs to increase direct-entry options • Embed messaging regarding direct entry in meetings and communications with employers and stakeholders
Improve and promote START incentive program for employers who hire apprentices	<ul style="list-style-type: none"> • Review the START program design to ensure apprentices are progressing through their apprenticeship program in a timely manner • Explore opportunities to increase the START program with a focus on direct-entry and diverse apprentices
Transform services, structures, and supports to ensure success of the apprentice/employer relationship	<ul style="list-style-type: none"> • Apply an employer lens to Agency policies and procedures and adjust accordingly • Enhance the NSAA website to ensure it is meeting the needs of our stakeholders
Increase and enhance Joint Registration Agreements with	<ul style="list-style-type: none"> • Increase the number of JRAs implemented in Nova Scotia

other sectors, First Nations and other diverse groups	<ul style="list-style-type: none"> • Work with current JRA holders to establish and maintain joint apprenticeship training committees • Develop a guide for JRA holders
Make mentoring resources more widely available to enable better skill transference from the journeyperson to the apprentice	<ul style="list-style-type: none"> • Renew existing mentorship resources and embed diversity principles • Offer mentoring sessions for journeypersons • Include mentoring training as requirement for ratio variance

Performance Indicators

Indicator	Benchmark	2016-2017 Target
Percentage of apprentices entering directly after high school	New (2015-2016)	New Target
Number of new employers	223 (2014-2015)	300
Percent of pre-apprenticeship graduates who register as apprentices in compulsory trades	New (2015-2016)	New Target

Discussion

Employers of apprentices are at the core of the apprenticeship and trades qualifications system. Employers are the primary trainers of apprentices and take on the responsibility for ensuring apprentices get on-the-job training and attend apprenticeship technical training in a timely manner. As the primary trainer, it is essential that employers understand the apprenticeship system, have the tools and resources necessary to recruit the right person, have access to the labour supply, and provide a work environment that is conducive to training apprentices while they work at the trade. Our field team needs to be able to assess the workplace environment in order to facilitate the best training experience for the apprentice, for example, is the workplace safe, supportive, welcoming of diversity, able to offer the full scope of trade? The Agency is committed to working with employers to ensure they understand the system and that they can hire apprentices directly from high school, as well as have access to the incentive programs that are available. We will equip our field team with the necessary resources to educate and engage employers.

Strategic Direction: Strengthening Delivery: Connecting Training and Workplaces

The creation of the Nova Scotia Apprenticeship Agency (NSAA) involved significant amendments to the Apprenticeship and Trades Qualifications Act and the Community Colleges Act to pave the way for fuller, more coherent industry engagement across the trades training system. The NSAA, through its Trade Advisory Committee network, provides input and makes recommendations through the Apprenticeship Board to the NSCC Board of Governors regarding the establishing, altering and evaluating of NSCC programs of study and guidelines that pertain to the designated trades. In 2016-2017, the Agency will continue to work with the College to ensure that industry’s strategic role has influence across the trades training system, to enhance understanding of the allocation of funding within the apprenticeship system, and to implement timely trade harmonization and to improve training delivery in select trades, including alternate delivery formats.

Atlantic Trade Advisory Committees and other industry stakeholders are leading the way in establishing common sequencing of apprenticeship technical training in the Atlantic Region and nationally depending on the trade. This work is complex and when completed will support more timely completion of apprenticeship.

Key Action from Strategic Plan	2016-2017 Action plan
Develop an pre-entry pathway/assessment for potential apprentices through the NSCC and other providers	<ul style="list-style-type: none"> Establish working group to examine options for new pre-entry pathway Implement pilots in two trades to assess candidate aptitudes for accessing direct-entry where pre-apprenticeship training does not currently exist
Provide resources for pre-apprenticeship and apprenticeship technical training, in accordance with industry need, to increase system success	<ul style="list-style-type: none"> Monitor and improve technical training quality through the introduction of level exams for the bricklayer, cook, metal fabricator (fitter) and welder trades and provide professional development opportunities for apprenticeship instructors In partnership with our service providers, create a Training Quality Measurement Framework
Develop and implement a review cycle for pre-apprenticeship and apprenticeship technical training programs to increase system success	<ul style="list-style-type: none"> Implement review of training outcomes in priority trades Implement review cycle for pre-apprenticeship programs
Develop and implement a new IT system that is cost-shared with the other Atlantic provinces	<ul style="list-style-type: none"> Continue with the development of the IT system with our provincial partners – Phase 2
Support lifelong learning through post-journey initiatives, include the Atlantic Trades Business Seal	<ul style="list-style-type: none"> Promote the Industry Training Fund to develop partnerships with employers to provide supports to journeypersons

Performance Indicators

Indicator	Benchmark	2016-2017 Target
Apprentice satisfaction with apprenticeship training	68%	70%
Investment in technical training	\$4.6M	\$5.0M
Employer satisfaction with apprentice training	81%	85%

*RESULTS TAKEN FROM CORPORATE RESEARCH ASSOCIATES INC. SURVEY OF 2014

Discussion

The relationship between the Agency and the NSCC is integral in the successful participation of apprentices in the Nova Scotia system. Through collaboration (e.g. Trade Advisory Committees), we can ensure clearer pathways to certification (direct entry, pre-apprenticeship) and implement more harmonized program delivery. We can also ensure that we are building a system to better support Nova Scotia's labour market needs. The end result is success for both the apprentice and the Province. Trade

profiles have been developed for all 69 trades and are available on the website. Human resource profile development is underway.

Strategic Direction: Making Certification an Economic Driver

One of the goals of an industry-led apprenticeship system is to build and maintain a highly skilled and diverse workforce that will contribute to the economic success of Nova Scotia through changing economic times. Skilled workers are in demand in Nova Scotia and across the country. A good work ethic, a can-do attitude and a Certificate of Qualification will open the door to exciting career opportunities.

While government invests significantly in the apprenticeship and trades certification system, it is not a champion user of the system for its own needs. Provincial departments, municipalities, universities, schools, and hospitals need the work of skilled tradespeople to ensure the ongoing functioning of their facilities. An important step in making certification an economic driver with business at large is for government to do it first. Increasing the use of apprentices in trades work procured by government sets a standard for other employers to follow while also increasing the opportunities for youth to find employment in Nova Scotia and making the most of its investment in the system.

Canada’s Premiers signed the Provincial-Territorial Apprentice Mobility Protocol to enable mutual recognition of hours worked, technical training and successfully completed exams, regardless of where they took place. Seamless mobility for apprentices will enable all provinces and territories to better meet the labour demands of businesses and make it easier for apprentices to complete their certification by gaining greater access to on-the-job training and work experience.

In addition, the Atlantic Apprenticeship Harmonization Project, undertaken with the support of Employment and Social Development Canada, is aligning rules, processes and standards for apprenticeship across Atlantic Canada. This will enhance consistency and efficiency in the way Atlantic Canadians obtain trade certification.

Key Action from Strategic Plan	2016-2017 Action plan
Implement a capacity-planning tool for the system to better meet labour market needs	<ul style="list-style-type: none"> • Pilot the capacity-planning tool in two trades: Construction Electrician and Automotive Service Technician
Develop and maintain trade profiles and other labour market information for system leaders and users	<ul style="list-style-type: none"> • Develop HR outlooks in the following trades: Automotive Service Technician, Bricklayer, Cook, Marine Service Technician, Motor Vehicle Body Repairer and Truck and Transport Mechanic • Maintain trade profiles for both employers and apprentices
Achieve system harmonization with our Atlantic colleagues	<ul style="list-style-type: none"> • Amend the General Regulations and affected trade regulations to implement Atlantic system harmonization • Update internal policies to align with Atlantic Provinces
Improve mobility of Nova Scotia apprentices, both nationally and regionally	<ul style="list-style-type: none"> • Implement the Premiers’ Protocol on Apprentice Mobility, including negotiating MOUs with remaining provinces • Implement the guidelines under the Protocol

Increase enforcement capacity through strategic partnerships	<ul style="list-style-type: none"> • Through the Compliance and Enforcement Working Group, review the Act and Regulation with the aim to expand the suite of enforcement tools • With our enforcement partners, complete certification blitzes in the Spring and Fall and expand enforcement on job sites
Develop an compliance and enforcement plan and carry out pilots to test new approaches	<ul style="list-style-type: none"> • Through the Compliance and Enforcement Working Group, identify priority trades or activities for 2016-2017 and implement a plan for each priority trade • Report on the 2015-2016 enforcement priorities: Motor Vehicle Body Repair and Sheet Metal trades and the installation of heat pumps

Performance Indicators

Indicator	Benchmark	2016-2017 Target
Compliance rate	73% (2014-2015)	75%
New apprentices registered as a result of enforcement action	New (2015-2016)	New Target
Trade Qualifiers who attempt the exam as a result of enforcement action	New (2015-2016)	New Target

Discussion

The certificate of qualification is a demonstration that a person has achieved a high, industry standard of knowledge and skill. A number of factors contribute to the value of training and certification in a trade; however, the Agency is working on the Atlantic and national levels to achieve harmonization of the trades to remove barriers for employers and apprentices who work in more than one Canadian jurisdiction. In addition, the Agency is working with industry, through Trade Advisory Committees, to develop and update trade profiles and create human resource outlooks and labour market information to allow for evidence-based decision-making regarding the trades.

There are 13 compulsory-certified trades under the Apprenticeship Trades and Qualifications Act. Enforcement of these 13 compulsory certified trades is critical to ensuring that apprentices and certified individuals are performing the work of the trade, to create a level playing field for those who are complying with our trade regulations and to create a compliance culture. The Agency has created a Compliance and Enforcement Advisory Group to seek industry input into how we enforce our trade Regulations and priorities for each fiscal year.

Links to Additional Information

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

NSAA 2015-2020 Strategic Plan:

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

NSAA Annual Report: Staying Connected 2014-15

<http://nsapprenticeship.ca/sites/default/files/docs/pubs/Annual-Report-2014-15.pdf>

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

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

Nova Scotia Apprenticeship and Trades Qualifications Act

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

Operating Charter: Nova Scotia Apprenticeship Agency, 2014

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