NATIONAL WORKFORCE STRATEGY
2018-2023

Quebec in the Full Employment Era
If full employment is not won and kept, no liberties are secure, for to many they will not seem worthwhile.

WILLIAM H. BEVERIDGE

“Full Employment in a Free Society”, 1944
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MESSAGE FROM THE PREMIER OF QUEBEC

The 21st century brought profound and rapid changes in our societies. The world generates more data in two days than it produced between the beginning of humanity and 2003. The fight against climate change has become an issue that affects us all. Globalization and open markets put our companies in direct competition with those around the globe. This wave of transformations has a direct impact on the labour market, education and the ways of doing business.

Despite this context, Quebec managed to stand out. Since 2014, businesses in Quebec have created the most jobs in Canada. It now has the lowest unemployment rate in 40 years. Our greatest challenge has become the shortage of labour. To continue along the path to prosperity, we must ensure that the thousands of jobs available today and in the next few years are filled. We need to better align training with the needs of our businesses and those of workers. We must take advantage of every talent, every skill.

During the National Workforce Meeting in February 2017, I had the chance to meet with labour market partners to develop an enlightened and concerted vision of the actions to be taken. This National Workforce Strategy is the result of this mobilization. It is an important solution to help meet the challenge of labour shortage. It deploys resources to help experienced, unemployed or under-represented groups enter the labour market. It also proposes measures to select immigrants, taking into account the needs of the labour market and supporting businesses in integrating a diverse workforce.

Together, we are building a new Quebec, ever more prosperous, educated, fair, green and mobile.

Philippe Couillard
MESSAGE FROM THE MINISTER

The 2018-2023 National Workforce Strategy is the result of a shared vision of all labour market partners. They have invested their skills and expertise.

The Strategy therefore has a solid, consensual foundation and can effectively respond to current and future labour market and workforce needs.

Over the next few years, this Strategy will serve as a roadmap for us to ensure, collectively, that Quebec has a skilled workforce capable of meeting the demands of a modern and changing economy in a context of full employment.

Inspired by best practices in training and labour market performance, the proposed measures offer solutions. The task is important and, thanks to the concerted action of the labour market partners, Quebec can act now to ensure its prosperity.

By allowing job seekers and workers to take advantage of opportunities and by meeting the workforce needs of businesses, we will meet the challenge. Quebec will be able to enrich all its talents!

Minister of Employment and Social Solidarity,

François Blais
A Situation of Full Employment is Unfolding

Achieving full employment is a goal pursued by governments in all countries. In this respect, the Quebec labour market is in a very enviable position, since a situation of full employment is present in several regions. This is a considerable turnaround from previous years, as Quebec faced workforce surpluses that resulted in high unemployment rates.

This is good news for people who want to work: it provides them with many employment opportunities and very interesting career development opportunities. A good employment creation performance combined with its aging population explains this favourable context for both workers and employment seekers. On the other hand, this situation leads to a phenomenon of workforce scarcity for employers.

In this context of full employment, the National Workforce Strategy aims to provide support to individuals and businesses so that they can adapt to and fully benefit from the situation. It involves workforce partners as well as all the relevant government stakeholders so that Quebec has a sufficient and competent workforce able to meet the current and future challenges of a modern economy in full transformation. The government will spend more than $1.3 billion over five years. These investments are in addition to other government initiatives that help prepare people for the labour market, including educational success, which exceeds $1.4 billion in 2017-2018 and 2018-2019.

Mobilize the Driving Forces of the Labour Market

National Workforce Meeting

In February 2017, the Government of Quebec held the National Workforce Meeting, bringing together a diverse group of people who are the driving force of the labour market: representatives of employers, unions, the education sector, community circles, economic and local development support organizations, as well as representatives of several government departments and agencies.

The Meeting was an opportunity for the government to reiterate its desire to continue the social dialogue with its partners on the demographic and economic issues affecting the labour market. It has established the major guidelines to prepare the current and future workforce well, and to discuss solutions to deal with the transformations of the economy and the tightening workforce supply.

Following the event, the government committed to implementing immediate actions to improve the functioning of the labour market, which was confirmed by measures announced in the 2017-2018 budget, totalling nearly $290 million over five years (see Appendix 1).

At the end of the Meeting, the Premier of Quebec made a commitment to develop a national workforce strategy, in collaboration with the Commission des partenaires du marché du travail. The Meeting has allowed us to draw up the main lines of this strategy, which enhances government actions in terms of workforce and employment while in continuation with the initiatives that the government has implemented in the last few years.
Participation and Contribution of Labour Market Partners

Labour market partners have been engaged throughout the work leading up to the National Workforce Meeting and in the development of the National Workforce Strategy.

On the one hand, the Comité de pilotage et de suivi, composed of the representatives of major employer and union associations, was created in the summer of 2016 to ensure their contribution to the preparation and execution of the National Workforce Meeting. This committee agreed on topics that were discussed during this event, the contents of the participant’s booklet and the scope of the event. It also participated in the development of the National Workforce Strategy by giving its opinion to the Minister of Employment and Social Solidarity on the preferred intervention guidelines and axes. The Commission des partenaires du marché du travail has also contributed to these discussions.

On the other hand, to enrich this work, the Minister of Employment and Social Solidarity has conducted two rounds of regional consultations, one in the fall of 2016 and the second in the fall of 2017. These exercises, carried out with input from regional councils of labour market partners, provided insight into the concerns and proposals of a variety of socio-economic stakeholders. More than 100 companies from a variety of backgrounds, sectoral workforce committees, training institutions, regional economic development partners, and specialized employability development organizations participated in these meetings. These rounds laid the groundwork for the National Workforce Meeting and the National Workforce Strategy, which takes into account the different regional realities. Ultimately, it is the regional stakeholders who will take up workforce challenges and implement appropriate solutions to meet them.

The National Workforce Strategy was developed under the responsibility of the Ministre de l’emploi et de la Solidarité sociale, in collaboration with the relevant government departments and agencies involved in the Comité d’élaboration de la Stratégie nationale sur la main-d’œuvre and with the Comité de pilotage et de suivi.
Employment in Quebec: Historic Highs and Opportunities

Since 2015, Quebec has performed well in terms of job creation. In fact, 224,800 jobs have been created since May 2014. This success, combined with an aging population, makes labour market indicators very positive.

![Graph 1: Changes in employment in Quebec, May 2014 to April 2018](image)

The proportion of people of working age who are employed increased to a record high in 2017. Few member countries of the Organisation for Economic Co-operation and Development (OECD) have higher employment rates. Meanwhile, the unemployment rate dropped significantly, reaching a record low of 6.1% in 2017, the same as Ontario’s, and lower than Canada’s, which is 6.4%.

![Graph 2: Changes in the employment rate of people aged 15 to 64 and the unemployment rate in Quebec](image)


1. People aged 15 to 64.
Since the economic crisis of 2008, there has been a decrease in the unemployment rate in Quebec. However, this trend has been accentuated since 2014, due to the aging population and job creation.

This new situation indicates a major change since, for several decades, there has been a situation of workforce surplus, characterized by higher unemployment rates and lower participation in the labour market. For businesses, this meant an abundance of available workforce to choose from, while it was harder for citizens to get a job.

This new context is partly due to the aging population. Since 2014, the number of Quebecers aged 15 to 64 has been decreasing. This demographic phenomenon, combined with good performance in terms of job creation, accentuates workforce shortage.

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2. This age group is the so-called working-age population
Seize the Opportunities of Full Employment

When the unemployment rate is equal to or lower than 5%, we are talking about a situation of full employment. In other words, there is no particular difficulty in finding work, and unemployment situations are explained by the transition and the time needed for people to take up a new job. In 2017, however, there is a decrease in the unemployment rate in all regions of Quebec, many of which have a rate of less than or close to 5%. Demographic forecasts suggest that the decline in the unemployment rate is expected to continue in all regions.

Table 1

Unemployment rate in the administrative regions of Quebec in 2017

<table>
<thead>
<tr>
<th>Region</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bas-Saint-Laurent</td>
<td>6.1%</td>
</tr>
<tr>
<td>Saguenay–Lac-Saint-Jean</td>
<td>6.9%</td>
</tr>
<tr>
<td>Capitale-Nationale</td>
<td>4.7%</td>
</tr>
<tr>
<td>Mauricie</td>
<td>6.0%</td>
</tr>
<tr>
<td>Estrie</td>
<td>5.0%</td>
</tr>
<tr>
<td>Montréal</td>
<td>8.2%</td>
</tr>
<tr>
<td>Outaouais</td>
<td>5.6%</td>
</tr>
<tr>
<td>Abitibi-Témiscamingue</td>
<td>5.1%</td>
</tr>
<tr>
<td>Côte-Nord and Nord-du-Québec</td>
<td>6.0%</td>
</tr>
<tr>
<td>Gaspésie–Îles-de-la-Madeleine</td>
<td>11.7%</td>
</tr>
<tr>
<td>Chaudière-Appalaches</td>
<td>3.5%</td>
</tr>
<tr>
<td>Laval</td>
<td>6.7%</td>
</tr>
<tr>
<td>Lanaudière</td>
<td>5.6%</td>
</tr>
<tr>
<td>Laurentides</td>
<td>6.2%</td>
</tr>
<tr>
<td>Montérégie</td>
<td>4.6%</td>
</tr>
<tr>
<td>Centre-du-Québec</td>
<td>5.7%</td>
</tr>
<tr>
<td>Quebec as a whole</td>
<td>6.1%</td>
</tr>
</tbody>
</table>


These new labour market conditions are favourable to workers, but they have the effect of amplifying the recruitment difficulties of businesses. It is estimated that in 2017, the number of long-term job vacancies (more than 90 days) resulted in an economic loss of more than $400 million in employment income, or 0.1% of the gross domestic product (GDP) of Quebec. Considering that the unemployment rate is expected to decrease further over the next few years, the losses associated with long-term job vacancies will soon reach nearly $500 million annually.4

In addition, the decline in the size of the population aged 15 to 64 has an influence on Quebec’s potential economic growth. Historically, it was in the order of 2% (real GDP growth) per year.5 However, the Ministère des Finances du Québec expects that, as a result of this demographic decline, the annual economic growth will be 1.6% for the 2018-2022 period.

3. Economists do not all agree on the threshold of full employment. Thus, some people place it as low as 3%.
4. Estimated using the results of the Statistics Canada Vacancy and Wage Survey. This estimate also takes into account the expected decline in the unemployment rate and its relationship with the change in the number of long-term vacancies.
5. This is the average observed for 1982 to 2010.
The relationship between the wealth produced (GDP) and the population can be used to measure the standard of living of a territory. In 2017, the standard of living of Quebeckers was $49,500. Assuming 1.6% economic growth, this standard of living will reach $52,100 in 2023 and $53,600 in 2026. However, it could rise to $53,400 in 2023 and $55,500 in 2026 if Quebec maintains an economic growth of 2.0% per year.

Table 2

Estimate of standard of living in Quebec based on an average annual economic growth of 1.6% and 2.0%

<table>
<thead>
<tr>
<th>GDP growth</th>
<th>Standard of living in 2023</th>
<th>Standard of living in 2026</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.6%</td>
<td>$52,100</td>
<td>$53,600</td>
</tr>
<tr>
<td>2.0%</td>
<td>$53,400</td>
<td>$55,500</td>
</tr>
</tbody>
</table>

According to forecasts by the Ministry of Finance, economic growth will now be shared equally by the increase in the employment rate of the population and the rise in productivity. It is therefore important to implement actions to ensure that Quebeckers take advantage of the opportunities offered by full employment and that businesses can operate successfully. The National Workforce Strategy aims to ensure that workers can contribute fully to the collective wealth and rising standard of living.

What is collective wealth and standard of living?

In economic terms, collective wealth is measured by gross domestic product (GDP), which is the total value of goods and services produced in the economy. The standard of living corresponds to this wealth expressed per inhabitant.

The workforce is at the heart of the growth of the standard of living. The standard of living of a nation is determined by the proportion of the working population (employment rate), the efficiency with which it generates wealth (labour productivity) and the number of hours worked (labour intensity).

The Quebec society therefore has levers to boost its standard of living, particularly by:

- Increasing the number of people who are employed (employment rate);
- Increasing the wealth generated by each hour worked (productivity).

The National Workforce Strategy will act on these levers to create more collective wealth, that is, to increase the GDP per capita. This will include ensuring that more people are employed, and using a variety of measures and initiatives to ensure that workers and employers alike can adapt effectively to the new realities of the labour market.

Creating more wealth is good for everyone. This provides additional income for citizens, thus providing them with the means to better meet their needs. This also allows the state to invest more in important programs or services of higher quality for the benefit of the population.

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6. In constant 2017 dollars, based on the average growth rate forecast up to 2022 by the Ministère des Finances in the 2018-2019 Québec Economic Plan. This rate is maintained until 2026 in the projection.
Mobilize all Available Labour Pools

Over the next 10 years, the Quebec labour market will have to fill more than 1.3 million jobs. These positions will be largely filled by young people who will gradually enter the labour market, but also by other groups of the population, such as immigrants who will settle in Quebec during this period.

Because of the aging population, but also because job creation is expected to continue, the unemployment rate in Quebec should continue to fall steadily, and the proportion of Quebecers employed should continue to grow.

These new labour market conditions are particularly favourable for young people, as they offer more and more career opportunities. In 2017, the proportion of young people who were employed reached a peak of 68.2% and their unemployment rate had never been as low, at 8.6%.

This reflects the fact that a significant number of them can obtain jobs that best suit their skills, career aspirations and personal interests.

The labour market situation is also advantageous for immigrants, who are increasingly likely to be employed. In 2017, they held about 16% of jobs in Quebec. This is an increase of almost five percentage points since 2006. In addition, 52% of new jobs created in Quebec since 2006 are occupied by immigrants. In 2017, their unemployment rate was 8.7%, down 1.1 percentage points from 2016.

However, improvements in the labour market participation of immigrants are possible. In particular, they need to be integrated more quickly. In 2017, the employment rate of people aged 15 to 64 who obtained permanent residency for 5 years or less was 60.6% in Quebec and 64.1% in Canada.

Furthermore, the increase in the participation of older people in the labour market, observed since the beginning of the 2000s, continues. Moreover, the employment rate of Quebecers aged 55 to 59 is now similar to that observed in Canada as a whole. However, there is still a gap in the employment rate for people aged 60 to 69, as it is 33.7% in Quebec, while the Canadian average is 39.7%.

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7. 15 to 29 year olds
In addition, the number of people receiving social assistance has never been so low. In March 2018, there were 261,732 recipients. The intensification of actions to integrate these people into employment has contributed to the achievement of this result. This Strategy helps to continue the efforts underway.

**GRAPH**

Change in the number of recipients of the Social Assistance Program

<table>
<thead>
<tr>
<th>Month</th>
<th>Number of Recipients</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 2014</td>
<td>307,211</td>
</tr>
<tr>
<td>March 2015</td>
<td>304,714</td>
</tr>
<tr>
<td>March 2016</td>
<td>293,456</td>
</tr>
<tr>
<td>March 2017</td>
<td>276,203</td>
</tr>
<tr>
<td>March 2018</td>
<td>261,732</td>
</tr>
</tbody>
</table>

Source: Statistical reports on the recipients of social assistance programs, Ministère du Travail, de l’Emploi et de la Solidarité sociale.

The full employment situation is an opportunity for more people to work. It is conducive to young people entering the labour market, to people who will become residents of Quebec and work there, and to experienced workers who want to stay in employment. It is also an ideal opportunity to promote the integration of under-represented people in the labour market, including people with disabilities and Aboriginal people.

**Opportunity: For more people to be employed**

**Targets:**
- Ensure that the proportion of people in employment is among the top five of OECD member countries.
- Close the gap with the whole of Canada in the proportion of newly arrived immigrants aged 15 to 64 who are employed.
- Reduce by half the gap with the whole of Canada in the proportion of people aged 60 to 69 who are employed.9
- By 2023, with the support of Emploi-Québec, ensure the return to work of more than 150,000 people.
- Reduce to six months the timeline for issuing a Quebec selection certificate for regular files processed in the Statement of Interest system.

9. Completely closing the gap with the whole of Canada would represent over 60,000 people aged 60 to 69 who are employed. This gap cannot be totally reduced by the Strategy, but a 50% reduction is possible.
To achieve this, the National Workforce Strategy is deploying ways to:

- Assist and support more experienced workers who wish to remain active in the labour market;
- Further support the employment integration of people from under-represented groups in the labour market, such as newly arrived immigrants;
- Select immigrants who settle in Quebec to come and work there, taking into account the needs of the labour market;
- Reintegrate more unemployed people into employment;
- Support companies in integrating a diverse workforce.

Create an Environment Conducive to Obtaining the Required Skills and Taking Advantage of New Labour Market Conditions

In parallel with the situation of full employment, the Quebec economy is changing rapidly. Whether technological changes (e.g. the 4th industrial revolution), the transition to a greener economy, globalization and trade agreements or the transformation of modes of work organization, it affects the skills required of the workforce. Some specific fields, such as science, technology and engineering, are already in high demand, and will be even more so in the future.

Businesses are at the heart of creating wealth and prosperity for society, and greatly contribute to Quebec’s good economic performance. Several of them are reorganizing the work and some are also turning to automation and robotization. This is a phenomenon that will become more prevalent. These companies also take the necessary steps so that their staff can acquire the skills required to work in this changing environment.

The majority of Quebec firms are relatively small in terms of the number of employees, as shown in the table below.

Table 3

<table>
<thead>
<tr>
<th>SIZE OF BUSINESS</th>
<th>NUMBER OF LOCATIONS</th>
<th>NUMBER OF JOBS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 20 employees</td>
<td>221,961 (86%)</td>
<td>1,048,000 (29%)</td>
</tr>
<tr>
<td>From 20 to 99 employees</td>
<td>31,602 (12%)</td>
<td>1,248,600 (34%)</td>
</tr>
<tr>
<td>From 100 to 499 employees</td>
<td>4,539 (2%)</td>
<td>778,500 (21%)</td>
</tr>
<tr>
<td>500 or more employees</td>
<td>611 (0.2%)</td>
<td>591,200 (16%)</td>
</tr>
<tr>
<td></td>
<td>258,713 (100%)</td>
<td>3,666,300 (100%)</td>
</tr>
</tbody>
</table>

Source: STATISTICS CANADA, Labour Force Survey and Statistics Canada, CANSIM Table 552 0007. The number of jobs excludes self-employed workers.

Small and medium-sized enterprises (SMEs) rarely have the time and resources to devote to the human resources function. As a result, the new labour market conditions pose significant challenges for these employers when it comes to recruiting and retaining the increasingly diverse workforce, as well as reorganizing themselves given the greater shortage of workforce.
The rapid transformation of the economy, coupled with the full employment situation, is an opportunity for businesses and individuals to take actions that will increase labour productivity. The National Workforce Strategy will support individuals and businesses to take advantage of new labour market conditions. It will notably support Quebec SMEs in their adaptation to the current situation of this market. However, in order for the conditions of employment to be favourable and in line with the new social realities so that staff can flourish, quality of life at work and family-work-study balance will remain the focus of our concerns.

<table>
<thead>
<tr>
<th>Opportunity: Create an environment conducive to obtaining the required skills and taking advantage of new labour market conditions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Targets:</strong></td>
</tr>
<tr>
<td>- Increase Emploi-Québec’s support to employers to reach more than 15,000 businesses supported per year.</td>
</tr>
<tr>
<td>- Establish a more agile process for the review and development of vocational and technical programs that will take place over a period of up to 18 months.</td>
</tr>
<tr>
<td>- Increase the number of graduates in science, technology and engineering by 2% annually.</td>
</tr>
</tbody>
</table>

To create favourable conditions for productivity growth, the National Workforce Strategy deploys resources to:

- Improve flexibility and agility in skills development by better adapting the training offer to the needs of the labour market:
  - Reduce the time to adapt training programs
  - Monitor the evolution of skills required
  - Training in strategic areas in the regions
  - Diversify the vocational and technical training offer;
- Support companies in their adaptation to new labour market conditions, including hiring a diverse workforce;
- Better prepare relevant stakeholders for integration, maintenance and advancement in the labour market:
  - Credential recognition
  - Upgrade qualification level;
- Offer more ongoing training;
- Encourage the implementation of good practices in terms of quality of life at work;
- Improve knowledge of workforce and skills needs in all regions;
- Support and promote jobs in demand.
The Quebec government devotes a significant portion of its resources to the proper functioning of the labour market and to the development of the workforce through several levers. This is how the National Workforce Strategy takes action to increase the prosperity of all Quebeckers.

Education System
Quebeckers can count on a quality education system that has the resources to offer accessible educational services in all regions. The government spends $19 billion a year, the largest budget allocated annually to a department, after the Ministère de la Santé et des Services sociaux.

The Quebec society can thus count on public and private educational institutions deployed throughout the territory, which play a decisive role in the development of Quebec know-how, to increase the expertise at the heart of the regions as well as in research and innovation.

Quebec has:
- 186 adult education centres;
- 195 vocational training centres;
- 108 colleges, including 48 CEGEPs;
- 19 universities.

Each year, more than 150,000 diplomas that can lead to the job market are awarded. The efforts of the education community to align its training offer with the workforce needs of the labour market are expressed by the high rate of satisfaction of employers. This satisfaction rate is over 92.7% for vocational training graduates and 96.5% for those with a technical training diploma.10 11

Public employment services
The Ministère du travail, de l’emploi et de la Solidarité sociale (MTESS) is responsible for public employment services in Quebec (Emploi-Québec), which are offered to individuals and businesses through Services Québec.

These services provide support to individuals to move toward employment. They are offered by organizations specialized in employability development. The purpose of the services offered to businesses is to help them with the human resources function, for example by providing support for recruitment assistance or training for the workers they employ.

Emploi-Québec is also responsible for producing Labour Market Information (LMI). It brings together all useful information for people searching for employment, making a career choice, or wanting to improve their employment situation. It is also aimed at employers who are interested in the labour market situation or who are looking for skilled workers.

Emploi-Québec interventions are deployed throughout the territory by the regional offices of Services Québec thanks to an annual intervention budget of more than $900 million.

### Commission des partenaires du marché du travail

Established in 1997, the Commission des partenaires du marché du travail (CPMT) is a national forum for consultation involving employers, the workforce, the education community, community organizations and government organizations; all focused on improving the function of the labour market. One of the CPMT’s mandates is to participate in the development of labour and employment policies and measures and the preparation of the annual public employment service action plan, as well as exercising responsibilities under the Act to promote workforce skills development and recognition.

The CPMT relies on a partnership network with a regional, sectoral and metropolitan scope, namely the regional councils of the labour market partners (CRPMT), the sectoral workforce committees (CSMO) and the Conseil emploi métropole (CEM). These bodies are responsible in particular for defining the needs and supporting the development of the workforce in their region and their respective economic activity sector. In addition, seven advisory committees (AC) dedicated to underrepresented clients in the labour market are mandated to formulate opinions as to the avenues of intervention likely to promote the integration of these persons into employment.

In addition to the active Emploi-Québec measures, the labour market can rely on the programs of the Workforce Skills Development and Recognition Fund (WSDRF), which are part of the Commission des partenaires du marché du travail. The purpose of these programs is to promote and provide financial or technical support for the development and recognition of the skills of the workforce. They provide $50 million a year in financial support to a variety of companies for the training of their staff as well as for various projects that address issues for the Quebec workforce.

### Immigration System

The Ministère de l’Immigration, de la Diversité et de l’Inclusion (MIDI) informs, recruits and selects candidates for permanent and temporary immigration based on the demographic and economic needs of the Quebec society and its ability to welcome immigrants. It also promotes the settlement of newcomers, their linguistic and social integration, and works with Emploi-Québec to promote their integration into employment.

Every year, Quebec welcomes about 52,000 people under permanent immigration, and approximately 60% of them are economic immigrants, that is, people admitted because they are working or skilled workers or, to a lesser extent, business people. In 2015, it also granted approximately 70,000 admissions with work or study permits for temporary immigration, including nearly 12,000 to those recruited under the Temporary Foreign Worker Program.
**Taxation**

Quebec’s tax system includes several measures aimed at improving the performance of the labour market. For example:

- Deduction for workers, which aims to recognize that part of the work income must be spent on the expenses inherent in it;
- Tax credits relating to the work premium, which are refundable tax credits designed to encourage people to remain in the labour market or to integrate into it;
- Tax credit for experienced workers, which aims to encourage these people to remain active in the labour market;
- Tax credit for recent graduates employed in a remote resource region, which encourages skilled workers to work in their field in a resource region;
- Tax shield, which aims to encourage additional work by granting a refundable tax credit to partially offset the reduction in socio-fiscal transfers generally from the increase in income resulting from an additional work effort;
- Tax Credit for On-the-Job Training Period, which encourages employers to host apprentices to facilitate their integration into the labour market.

**Department Interventions**

Some departments and agencies are involved in the development of the workforce in the business sectors associated with their mission. These interventions often involve the implementation of strategies and action plans.

In addition, over the past few months, the government has introduced legislation and policies that promote the development and fulfilment of workers.

Appendix 2 provides a description of the interventions of departments and agencies that contribute to the smooth functioning of the labour market.
3. Decisive Actions to Support Workforce Development and Labour Market Performance

3.1 Four Guidelines Based on the Best Practices of Workforce Development

To ensure that Quebec has a sufficient number of human resources with skills that meet the ever-changing needs of the labour market, the National Workforce Strategy sets out concrete government actions in collaboration with stakeholders and labour market partners.

Designated by the OECD and other organizations concerned with the proper functioning of the labour market, these actions are inspired by the best practices in workforce training and development. In particular, they will make it easier for Quebec businesses to find the workforce they need while adapting to the full employment situation, and for workers to thrive in the labour market throughout their career.

Thus, the National Workforce Strategy will help support Quebec’s economic activity and increase the standard of living of its population.

Taking into account the recommendations made by the OECD and other organizations, the Quebec government intends to achieve its labour market development objectives efficiently and by making the most of its investments.

To achieve this, the National Workforce Strategy includes actions grouped under four main guidelines:

1. Know and disseminate current and future workforce needs.
2. Have enough workers.
3. Improve flexibility and agility in skills development.
4. Adapt workplaces.

GUIDELINE 1: Know and Disseminate Current and Future Workforce Needs

Developing the workforce of today and tomorrow requires a good understanding of current and future needs in this area. Good labour market information contributes to informed decision-making by individuals, businesses and institutional decision-makers. It includes, for example, national and regional information on job prospects by occupation, training programs, future trends in skills and qualifications needed in the labour market and statistical data on available jobs and wages offered.

With regard to best practices for identifying and disseminating labour market needs, the OECD suggests that:

- the best way to obtain detailed knowledge of current and future labour needs is to entrust this responsibility to a national authority that will ensure the collaboration of all relevant stakeholders in determining the needs and strategies to meet them;¹²

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an effective career guidance system should be a major concern in any skills development strategy;\textsuperscript{13} government programs should build on already tested initiatives.\textsuperscript{14}

For its part, the European Centre for the Development of Vocational Training is of the opinion that it is not enough to identify the needs of the labour market, it is also necessary to make them known, particularly to guidance counsellors.\textsuperscript{15}

The CPMT and its network of partners play a pivotal role in defining the needs of the labour market and the development of the workforce. These stakeholders will be directly involved in the implementation of the actions of this guideline.

The first guideline of the Strategy involves three axes of intervention:

- Axe 1.1: Produce Fair Information on the Labour Market.
- Axe 1.2: Effectively Disseminate Information on the Labour Market and the Training Offer.
- Axe 1.3: Implement Innovative Projects

Workforce Needs Taken into Account by Relevant Stakeholders

Promoting a balance between supply and demand of workforce in the labour market is among the priorities of the Quebec government. In collaboration with the Minister of Employment and Social Solidarity (MTESS), the CPMT has conducted important work in recent years to define its contribution and identify the main levers for success.

In this perspective, following the adoption of the Act to allow a better match between training and employment and to promote employment integration in November 2016, the CPMT was given a strengthened strategic role in the development of government policies, guidelines and actions that promote balance in the labour market. More specifically, under this new role, the CPMT:

- identifies the needs of current and future workforce development in light of the reality of the labour market, whereas since its inception, it had focused mainly on the current workforce (in employment and searching for employment);
- makes recommendations to the member departments of its deliberative assembly to meet the needs of the labour market.

Depending on their respective responsibilities for reading workforce requirements, the MTESS and the CPMT play a very important role since they provide, for example, information to the Ministère de l’Éducation et de l’enseignement supérieur on the current and future needs of the labour market so that the training offer is adapted to meet them.

\textsuperscript{14} Local Economic and Employment Development.
\textsuperscript{15} European Centre for the Development of Vocational Training (ECDVT). April 2017, Masterclass on Skills Mismatch in Labour Markets delivered by Konstantinos Pouliakas.
GUIDELINE 2: 
Have Enough Workers

Due to workforce shortages caused by the aging population, coupled with economic growth, businesses from all regions of Quebec must delay their development or abandon contracts because of a lack of sufficient staff. In the past, recruitment problems mainly concerned specialized jobs. Now, they are also affecting jobs that are less specialized such as labourers and day labourers, or those in the retail and restaurant trades.

To address these recruitment challenges, the OECD made several relevant recommendations:

- Mobilize all the pools of inactive people who are able to be employed in order to integrate them into the labour market by improving their employability. This includes immigrants, experienced workers, persons with disabilities and Aboriginal people.

- Introducing financial and other incentives to make work more attractive helps mobilize the pools of workforce less present in the labour market. These incentives may take the form of tax measures that value work or greater flexibility in working conditions such as flexible hours and the possibility of working part-time.

- Businesses must be mentored to effectively use the skills of their staff and the available workforce, for example, they can receive support to introduce new working methods, a more efficient organization of work by encouraging the involvement of their staff (diversity management) or they can benefit from financial assistance to counter the under-qualification of their human resources.

- More jobs in science, technology, engineering and mathematics must be promoted to encourage more people to acquire skills in these areas of innovation.

- With respect to persons with disabilities, the Conference Board of Canada estimates that if sufficient efforts are not made to integrate and retain them, Canada could lose $16.8 billion of its GDP by 2030.

- It is possible to facilitate workforce mobility from one region to another by reducing the costs associated with the travel of workers.

With respect to persons with disabilities, the Conference Board of Canada estimates that if sufficient efforts are not made to integrate and retain them, Canada could lose $16.8 billion of its GDP by 2030.

For its part, the European Foundation for the Improvement of Living and Working Conditions recommends adopting comprehensive strategies aimed at improving employment conditions by adapting workplaces and providing ongoing training in order to extend the working life of older workers.

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The second guideline of the Strategy involves the following axes of intervention:

- Axe 2.1: Improve the Employment Integration of Immigrants.
- Axe 2.2: Promote the Employment Integration of the Greatest Number of Workers Possible.
- Axe 2.3: Support and Guide Employers in their Adaptation to Labour Market Transformations.
- Axe 2.4: Support Training in Strategic Areas.
- Axe 2.5: Facilitate the Geographic Mobility of the Workforce.

**GUIDELINE 3: Improve Flexibility and Agility in Skills Development**

Over the next few decades, as has been the case in the past, changes in the labour market will have a significant impact on the skills and qualifications that workers will need. Quebecers must therefore be able to rely on a training system that enables citizens, young and old, to develop their general skills, as well as the skills and qualifications needed to meet the needs of the job market. Considering the pace of technological change that society faces, this is essential.

The work of the OECD provides several interesting suggestions for meeting these challenges:

- Establish a system for the recognition of informal competencies, including on-the-job learning. Such a system strengthens the incentive for adult clients to acquire skills, promotes greater mobility of the workforce and better use of the skills thus acquired.
- Training internships and workplace apprenticeship programs are also interesting avenues. They promote training projects in SMEs and enable less skilled workers to acquire new skills.
- Developing the offer of continuing training is a good practice to enhance the skills of people in employment. However, this offer must be adapted to the needs of these people and given in a sufficiently flexible way to encourage their participation and to meet the needs of the regions.
- The deployment of training leading to the labour market is often dictated by national needs, but it is also important to develop training that is flexible enough to adapt to the needs of the various labour markets by using accelerated procedures for local education programs.

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25. OECD (December 2017), Getting Skills Right: Good Practice in Adapting to Changing Skill Needs, page 76.
In addition, access to training, such as the development of literacy and numeracy skills, will enable people to adapt to the introduction of new technologies or to move toward a more qualified job. In fact, a Statistics Canada study showed a very strong link between productivity and investing in skills development for people with low skills. A 1% increase in the level of literacy relative to the international average ultimately translates into a 2.5% increase in labour productivity and 1.5% of GDP per capita.27 However, Quebec is lagging behind in these areas. Data from the Programme for the International Assessment of Adult Competencies (PIAAC) show that nearly two-thirds of Quebecers aged 45 to 65 years do not have the sufficient level of literacy to understand complex instructions.28

With regard to the suggestions presented here, the third guideline of the Strategy includes the following areas of intervention:

- Axe 3.1: Better Adapt Training to the Needs of Workplaces and Regions.
- Axe 3.2: Better Prepare for Integration, Maintenance and Advancement in the Labour Market.
- Axe 3.3: Increase Productivity in the Labour Market through Ongoing Training.

GUIDELINE 4: Adapt Workplaces

Finding a work-life balance is a challenge that all workers face. Families are often the first to be affected. The ability to balance work, family and private life is crucial to the well-being of all members. According the OECD, governments can help by encouraging the adoption of flexible and family friendly work practices, which help parents find a better balance between work and family life.29

In addition, the work of the OECD and Eurofound confirms the crucial role of working conditions in integrating into the labour market and extending the working life of workers. More flexible formulas for a better balance between work and family are an integral part of it.

The fourth guideline of the Strategy involves the following axes of intervention:

- Axe 4.1: Adapt Workplaces to New Ways of Organizing Work.
- Axe 4.2: Promote the Quality of Life at Work.
Gender-Based Analysis

The Gender-Based Analysis aims to achieve equality between men and women. The effects of the guidelines and measures put forward in the National Workforce Strategy will be analyzed to determine those specific to men and women because of the different realities and needs of each sex.

Data on women’s participation in the labour market also show differences according to certain characteristics (age group, immigrants). Women are also less present in traditionally male occupations (see Appendix 3).

Some of the measures outlined in the next section favour the presence of women in male-dominated jobs and training sectors. In addition, measures of the Government Strategy for Gender Equality Toward 2021 also address concerns about the situation of women in the labour market.

3.2 Concrete Measures for a Successful Labour Market

The measures established by the National Workforce Strategy are based on an analysis of the key labour market issues presented in previous sections. They were also developed to respond concretely to the challenges identified by the regional partners and to the solutions they proposed during the regional tour of the Minister of Employment and Social Solidarity in the fall of 2017.

GUIDELINE 1: Know and Disseminate Current and Future Workforce Needs

Skills development will be at the heart of Quebec’s economic growth. Knowing the characteristics of jobs and anticipating future needs is essential to properly train the human resources of tomorrow and ensure that the current workforce has the required competencies. This requires dynamic means and mechanisms to provide both current and prospective Labour Market Information (LMI), thus contributing to the optimal functioning of the labour market.

Axe 1.1: Produce Fair Information on the Labour Market

There are already prospective watch mechanisms in different sectors of economic activity, established by sectoral labour committees, the Ministère de l’Éducation et de l’enseignement supérieur, the Conseil emploi Métropole, the Ministère du travail, de l’emploi et de la Solidarité sociale and sectoral ministries and organizations in particular. However, by bringing these mechanisms together to conduct a prospective labour market watch for Quebec, for each of its regions and for key sectors of its economy, it will be possible to produce more complete and more accurate information in order to promote training-skills-employment adequacy.

The March 2018 Economic Plan provided $21.5 million over five years to improve knowledge of labour requirements in all regions.
ACTION 1:
Establish a Prospective Labour Market Watch

At the end of the National Workforce Meeting, the Premier asked the CPMT to establish a watch to identify the skills and qualifications that the workforce will need in the years to come. This ongoing watch will provide relevant information to job seekers and labour market stakeholders at the forefront of businesses, thus promoting better adaptation to technological change and other dimensions that may influence needs in terms of competencies.

Two projects will be created. The first will monitor the jobs and skills of the future through a coordinated approach with other relevant departments and agencies. This watch will collect and disseminate relevant information that will help align training with the future needs of the labour market in the context of ongoing technological change. In particular, it must cover environmental issues such as the energy transition and the greening of jobs.

The second project is part of the Stratégie métropolitaine sur les compétences du futur implemented by the Conseil emploi métropole. It aims to propose solutions to skills development issues associated with the professions selected for each of the industrial clusters.

Holder: Commission des partenaires du marché du travail
Collaborators: Ministère du travail, de l’emploi et de la Solidarité sociale, Conseil emploi métropole, Ministère de l’Éducation et de l’enseignement supérieur, Ministère de la Santé et des Services sociaux, Ministère de l’Économie, de la Science et de l’Innovation, Commission de la construction du Québec, sectoral labour committees, professional orders, sector clusters, universities and other training and research institutions
Total investment: $7.1 million (of which $1.6 million already funded)

ACTION 2:
Improve the Knowledge of Workforce Needs in Quebec and All Regions

In all regions of Quebec, the challenges for businesses to recruit competent staff will continue and even increase. The government will allow the various regions, notably through the regional councils of labour market partners and regional branches of Services Québec, to obtain detailed knowledge of the evolution of the labour market of their territory in order to undertake appropriate actions to meet their specific needs.

The enhancement of regional labour market data will be achieved through the work of the MTESS and Statistics Canada to increase the sample size of the Labour Force Survey (LFS).

In addition, surveys will be conducted to rapidly identify occupations with emerging recruitment difficulties in the labour market and to understand the cause in order to structure actions to improve the efficiency of this market with all relevant stakeholders.

Holder: ministère du Travail, de l’Emploi et de la Solidarité sociale
Annual investment to term: $3.7 million
Total investment: $19.3 million (of which $3.3 million already funded)

AXE 1.2: Effectively Disseminate Information on the Labour Market and the Training Offer
In order to influence Quebecers’ professional choices so that these choices help meet the needs of Quebec’s various economic activity sectors, it is important to build on a concerted and coherent dissemination of relevant information accessible to the entire population.

ACTION 3: Create an Employment and Training Hub in the New Government Web Platform
Better integration of information on occupations, training, available jobs and employment measures promotes relevant decision-making by the population, including employers.

The government is putting forward an integrated vision of LMI dissemination. As proposed at the National Workforce Meeting, it will create a space where the general population and employers will have easy access to a renewed placement site and a new LMI and information tool on the trainings offered. This space will provide links between these sources of information, facilitating consultation and research.

The Employment and Training Hub will also disseminate information to help both users and employers to guide career choices, facilitate job search, or recruit workers, know the measures and services offered, learn about labour standards, etc. It is also expected that information capsules, intended for people interested in coming to work in Quebec, will present the particularities of the Quebec labour market.

**Holder:** ministère du Travail, de l’Emploi et de la Solidarité sociale
**Collaborators:** Ministère de l’Éducation et de l’enseignement supérieur, Ministère de l’Immigration, de la Diversité et de l’Inclusion et Secrétariat à la communication gouvernementale
**Annual investment to term:** $0.5 million
**Total investment:** $2.7 million

ACTION 4: Develop a Concerted Vision of Promoting and Valuing Trades and Professions
Career development is at the heart of the concerns of businesses in many sectors of the economy that are struggling to find the next generation they need. In the wake of the National Workforce Meeting, the March 2017 Economic Plan announced $6 million over five years to promote trades in demand.

An integrated and coherent vision of promotion initiatives and the promotion of trades and professions is put forward as part of a global strategy that will mobilize several stakeholders and partners in the labour market. The promotion strategy will meet the specific needs of certain economic activity areas such as the tourism industry, the biofood sector and the maritime sector.

These partners will act in particular to promote vocational and technical training professions. For example, company visits could be organized to discover the trades in demand.
“It is important to better promote jobs that have recruitment difficulties and the training that leads to it.”
Proposal of a corporate representative during the ministerial regional tour in the Chaudière-Appalaches region on November 3, 2017

**Holder:** Ministère du travail, de l’emploi et de la Solidarité sociale  
**Total Investment:** $6.3 million (of which $1 million comes from the WSDRF and $5.3 million already funded)

**ACTION 5:**  
**Increase the Use of LMI in Educational and Vocational Guidance Activities**  
Although citizens can use LMI independently, those who work with them, including guidance counsellors, play an important role in integrating and interpreting the information they consult. Thus, they are key players in the dissemination and integration of LMI produced.

Training on the use of LMI for guidance counsellors will optimize its influence on professional choices. A reconciliation is also planned between guidance, employability or school information counsellors and the MTESS, responsible for the production and dissemination of LMI, to encourage increased use and better interpretation.

**Holder:** Ministère du travail, de l’emploi et de la Solidarité sociale  
**Collaborators:** Ordre des conseillères et conseillers en orientation du Québec  
**Annual investment to term:** $50,000  
**Total investment:** $250,000
AXE 1.3: Implement Innovative Projects

The MTESS has an intervention lever to test innovative approaches and research that can make a significant contribution to the evolution of the public employment service offer.

For its part, the CPMT gives the regional councils of labour market partners (CRPMT) the means to enable them to act as a consultation structure in the realization of projects and initiatives that meet the specific needs of the regional labour market.

Example of an innovative project in progress:

<table>
<thead>
<tr>
<th>The Continuum Entreprise project of the Réseau des services spécialisés de main-d’œuvre</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Continuum Entreprise project is aimed primarily at SMEs who have difficulty recruiting and retaining staff. It meets the needs of businesses and people who face persistent barriers to their integration into employment by enabling successful matching, guided integration and increased retention. This innovative project is based on a combination of factors that maximize the participant’s chances of success:</td>
</tr>
<tr>
<td>- The role of mediator given to the employment counsellor of the organization that accompanies the company and the future worker for successful matching.</td>
</tr>
<tr>
<td>- Identification of key skills with businesses.</td>
</tr>
<tr>
<td>- On-the-job acquisition of these key skills through a 35 to 70 hour training.</td>
</tr>
<tr>
<td>- The collaboration of several organizations.</td>
</tr>
<tr>
<td>- A fluid path involving several services offered.</td>
</tr>
</tbody>
</table>

ACTION 6: Implement Innovative Pilot Projects that Address Regional Labour Market Issues

Labour market partners are testing innovative approaches and research that can make a significant contribution to public employment services.

Other projects will be carried out with partners and the regional departments of Services Québec with the objective of promoting the integration of clients into employment and better supporting businesses looking for a qualified workforce.

Calls for projects may be launched in order to respond to issues and priorities that are common among the various regional stakeholders, primarily the CRPMT.
Decisive Actions to Support Workforce Development and Labour Market Performance

“It is important to regionalize initiatives. Holders must be in the regions and have some leeway to organize projects in response to the real needs and priorities on the territory. We should avoid wall-to-wall initiatives from national structures that do not take into account regional and/or local realities. These rarely work or provide little results because they are generally poorly secured in the settings.”

Proposal of a socio-economic worker during the ministerial regional tour in the Chaudière-Appalaches region on November 3, 2017

“It is important to ensure the regionalization of the strategy’s initiatives. Regions should have flexibility to organize projects in response to regional needs and priorities.”

Proposal of a socio-economic worker and a municipal representative during the ministerial regional tour in the Saguenay-Lac-Saint-Jean region on December 18, 2017

**Holder:** Ministère du travail, de l’emploi et de la Solidarité sociale  
**Collaborators:** Ministère de l’Éducation et de l’enseignement supérieur, Ministère de l’Immigration, de la Diversité et de l’Inclusion and Secrétariat à la communication gouvernementale  
**Annual investment to term:** $7.0 million  
**Total investment:** $30.0 million

### Support Project by the Conseil du patronat du Québec (CPQ)

The CPQ offers a province-wide human resources concierge service to improve the productivity and agility of organizations and to support employers in the measures they implement in a context of labour shortage.

This initiative consists in deploying a human capital coordinator service (HR-CPQ coordinators), preferably located in an industrial zone, in order to group a critical mass of employers in a defined area to offer a personalized diagnosis of their needs and present them with a range of human resources support services, both in terms of programs and expertise.

In the March 2018 Economic Plan, $1.8 million was allocated for the implementation of this project.

### A Job in Quebec by the Fédération des Chambres de Commerce du Québec

In November 2017, the Fédération des chambres de commerce du Québec (FCCQ) launched an initiative to promote the integration of immigrants into regional employment. It is intended for people who have immigrated to Quebec for less than five years and live in the greater Montréal area.

This incentive, carried out in collaboration with the MTESS, will not only meet employers’ labour needs, but will also promote the sustainability of jobs and the integration of immigrants in the regions.

In the March 2018 Economic Plan, $3 million was allocated for the implementation of this project.
**ACTION 7: Deploy Regional Coordinators to Develop Collective Projects**

Labour market partners have indicated that support is needed in all regions to improve the dialogue of regional stakeholders.

Emploi-Québec will now be staffed by regional consultation officers in each of the regional divisions of Services Québec. These people will be responsible for facilitating dialogue between the various partners in the region in order to identify potential solutions, notably by sharing the workforce between businesses and developing training projects for a few businesses with teaching networks.

Among other things, these officers will be responsible for supporting the Conseil régional des partenaires du marché du travail in their region in its consultation activities to respond to the workforce needs of businesses through concrete actions and projects.

“There is a lack of regional consultation to promote the response to businesses’ common workforce needs and a lack of stakeholders who assist businesses and educational institutions in adapting the training to the needs of the labour market.”

*Finding of a corporate representative during the Saguenay-Lac-Saint-Jean ministerial regional tour on November 27, 2017*

**GUIDELINE 2: Have Enough Workers**

In the fall of 2017, the Minister of Employment and Social Solidarity toured to exchange, through the CRPMT, with the labour market partners of Quebec’s 17 regions. The observation is striking. In all regions, businesses face recruitment challenges. In the absence of sufficient human resources, they sometimes have to reduce their activities or abandon contracts, which delays their development. These challenges affect both specialized and highly skilled workforce and less specialized jobs, such as labourers and day labourers, or those in the retail and restaurant trades.

Pools of potential workers can help meet the needs of the labour market. Some groups, such as immigrants, experienced workers, persons with disabilities, Aboriginal people, people with criminal records and social assistance recipients may face barriers in integrating and remaining in employment.

In order to fill available positions, universities and colleges will also need to increase the number of graduates in certain strategic areas. Finally, to promote the development of regions, it is necessary to facilitate the hiring of people from the outside.
AXE 2.1: Improve the Employment Integration of Immigrants

Immigration is part of the solution to the workforce shortage problem in all regions of Quebec, entrepreneurial succession as well as attraction and retention of talent. Immigration therefore presents significant potential for the growth of the economy and the standard of living of the entire population. It is in this perspective that the Quebec government considers it necessary to support and accelerate the integration of immigrants into the labour market in order to maximize this potential.

The Ministère de l’Immigration, de la Diversité et de l’Inclusion (MIDI) is implementing two strategies that accompany the Québec Policy on Immigration, Participation and Inclusion Together, We are Québec, which are complementary to the National Workforce Strategy:

- Immigration, Participation and Inclusion Action Strategy 2016–2021;
- Stratégie nationale de prospection, de recrutement, de francisation et d’intégration.

### Québec Policy on Immigration, Participation and Inclusion Together, We are Québec and its 2016-2021 action strategy

The Québec Policy on Immigration, Participation and Inclusion was published in March 2016, following a public consultation. It proposes new guidelines, accompanied by commitments to support Quebec’s interventions through:

- the transformation of the selection system to align the profiles of immigrants with the needs of the labour market;
- an approach that promotes the inclusion and participation of immigrants and ethnocultural minorities;
- greater consultation of all society stakeholders (government, economic, municipal, community and educational sectors), which favours the building of a better togetherness.

This policy also served to support the 2017-2019 multi-year immigration planning guidelines that were the subject of public consultation.
National Strategy for Prospection, Recruitment, Francization and Integration

In its March 2018 Québec Economic Plan, the government allocated $190.9 million for francization, integration and immigration. Of this amount, $139.1 million is intended for the Ministère de l’Immigration, de la Diversité et de l’Inclusion (MIDI) to implement a national strategy for prospection, recruitment, francization and integration that proposes a set of targeted and concerted actions to support Quebec’s prosperity. This strategy is based on four axes:

- Prospection, attraction and recruitment of potential candidates;
- Selection of immigrants;
- Francization of immigrants;
- Welcome and integration of immigrants.

At the heart of this strategy is the introduction in 2018 of a new process for receiving and processing immigration applications (Statement of Interest system) in the context of the Regular Skilled Worker Program.

The amount of $139.1 million granted to the MIDI includes $70 million to enhance the intervention approach internationally and regionally. These initiatives will be specified as part of a national prospection, recruitment, francization and integration strategy.

Forum on Promoting Diversity and Fighting Against Discrimination

The Forum sur la valorisation de la diversité et la lutte contre la discrimination was held on December 5, 2017, in the presence of the Premier of Quebec, Philippe Couillard. More than 200 people from various backgrounds participated in this event which aimed to:

- identify solutions that engage all stakeholders, particularly employers, and promote the full participation of immigrants;
- conduct a conversation with Quebecers of all origins about the promotion of diversity and the fight against discrimination focusing on employment, training, francization and discrimination;
- collect best practices and concrete solutions.

At the end of the Forum, the Quebec government announced structuring and sustainable measures based on five areas of intervention:

- Deployment of the MIDI in regions;
- Support for businesses to meet their workforce needs through immigration;
- Support for organizations working with immigrants or people from diverse backgrounds;
- Improving support for newcomers to encourage them to settle in the regions;
- Promoting the contribution of immigration for Quebec’s economic development.
Grand Meeting on Access to Regulated Professions and Employment for Immigrants Trained Outside Quebec

In March 2017, the Quebec government entrusted the Office des professions du Québec (OPQ) with the mandate to conduct the Grande Rencontre, with the support of the departments concerned.

In the months leading up to this meeting, the OPQ and the departments concerned consulted with their respective partners, the 46 professional orders, colleges, universities and health network institutions, in order to document the current situation and identify possible solutions to improve the integration process of immigrants.

The results of this consultation were presented and discussed at the Grande Rencontre on October 12, 2017 to align the efforts of stakeholders and ensure the full recognition of the competencies of foreign-trained professionals and their rapid integration into the labour market.

In its March 2017 budget, the government announced $179.4 million over five years to support the integration and francization of immigrants in the labour market, including skilled workers. In particular, this amount will promote better francization of foreign-trained professionals, help in gaining work experience in Quebec, and access for the recognition of acquired competencies by creating new tools, as well as appointing an outlet for international mobility and mutual recognition of professional qualifications.

ACTION 8:
Establish a Statement of Interest System for the Selection of Immigrants

Quebec intends to modernize its immigration system in order to attract the best talent and position itself favourably in a competitive international context. A new system for managing requests for permanent economic immigration, based on the statement of interest, will help attract the best candidates to settle in Quebec and to process their application for a selection certificate, according to the priorities corresponding to the selection and admission objectives.

This system will be implemented with the participation of economic and regional stakeholders in the definition of needs. Quebec selection certificate applications will only be processed online, through a client portal.

This statement of interest system will allow to:

- deploy an effective strategy to identify the best candidates and encourage them to complete a statement of interest;
- continually prioritize the immigration candidates who best meet the needs of Quebec and its regions;
- select candidates who have a desired profile in the job market, a good knowledge of French and a great potential for integration.

Holder: Ministère de l’Immigration, de la Diversité et de l’Inclusion
ACTION 9: 
Implement a New Integrated Approach for the Prospection and Attraction of Skilled Workers

A localization tool was developed in 2016 to identify the most promising pools of foreign applicants. In all, 21 countries have been designated for prospection and attraction. Quebec immigration offices have therefore undertaken prospection actions to confirm the potential of the identified territories and have carried out attraction activities on those that are most promising. The model is currently being optimized and updated.

The government is pursuing a prospection and attraction approach targeting skilled workers living abroad who best meet Quebec’s needs. Prospection work makes it possible to identify, on an international scale, the pools of workers with a desired profile. Based on this work, the Quebec immigration offices abroad deploy attraction actions targeting potential candidates with the desired profiles. Over the next few years, the Quebec government will intensify its international prospection and attraction efforts by opening new immigration offices and branches.

Holder: Ministère de l’Immigration, de la Diversité et de l’Inclusion
Collaborators: Ministère du travail, de l’emploi et de la Solidarité sociale, Commission des partenaires du marché du travail, Ministère des Relations internationales et de la Francophonie, Conseil interprofessionnel du Québec

### Journées Québec: Productive Meetings!

Journées Québec brings together rapidly growing Quebec businesses looking to recruit foreign talent as well as skilled workers who are exploring the possibility of tackling new challenges in a dynamic Francophone society in North America.

Held twice a year since 2008, Journées Québec is an essential event for Quebec employers with top foreign candidates in Europe.

### Quebec-France for Employment

In November 2017, the Quebec government launched the Québec-France pour l’emploi employment pilot project to help SMEs in the City of Québec area who are facing workforce shortage problems in order to recruit abroad. This project allows them to conduct international recruitment continuously and through virtual missions. It is implemented in collaboration with the Ministère du travail, de l’emploi et de la Solidarité sociale, Québec International and the French organization Pôle emploi.

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32. The following countries are involved: France, United Kingdom, Germany, Italy, Spain, Belgium, Switzerland, Ireland, Ukraine, China, Philippines, India, Vietnam, South Korea, Brazil, Colombia, Mexico, United States, Algeria, Tunisia and Morocco.
ACTION 10: Facilitate Employers’ Access to International Recruitment

Based on the results of Journées Québec and the Québec-France pour l’emploi pilot project, the MTESS will adapt the support offered to employers in terms of recruitment assistance abroad.

This deployment of support measures will be extended to all regions to support employers, particularly SMEs, who face difficulties in recruiting staff and filling positions in certain employment sectors facing workforce shortage problems.

“It would be appropriate to organize Journées Québec-type recruitment activities elsewhere than in France, in other provinces or countries.”

Proposal of a socio-economic worker during the ministerial regional tour in the Mauricie and Centre-du-Québec region on November 13, 2017

**Holder:** Ministère du travail, de l’emploi et de la Solidarité sociale

**Collaborator:** Ministère de l’Immigration, de la Diversité et de l’Inclusion

ACTION 11: Develop and Implement a Retention Strategy for Temporary Foreign Workers and International Students

Temporary foreign workers are an important human capital for Quebec businesses. International students represent a potential pool of skilled workforce. In the current context, it is important to take action to increase the number of these people who obtain permanent resident status.

As proposed at the National Workforce Meeting, the MIDI will implement a retention strategy for temporary workers and a retention strategy for international students. These two categories of temporary residents already participate in Quebec society and meet certain workforce needs. It is thus a question of promoting their sustainable settlement at the end of their studies or work contract.

In this sense, a strategy to promote Quebec’s educational offer for international students is currently being developed at the Ministère de l’Éducation et de l’Enseignement supérieur (MEES). It is one of the actions proposed during the National Workforce Meeting and is also a result of Québec’s International Policy. One of the objectives of this strategy will be to create conditions conducive to a high-quality experience, which is all the more important for the choice of international students to settle in Quebec after their studies.

The strategy to promote Quebec’s educational offer internationally will thus be complementary to the government’s achievements, in particular with regard to the strategy to retain international students, currently being developed at the MIDI, and will assure the continuity of their experience in Quebec after the end of their studies, if they choose to stay there.
“It would be interesting to match foreign students with businesses in the Mauricie region and ensure, throughout the training, that the match is appropriate and validate their interest in staying in Quebec at the end of their training.”

Proposal of a worker in the field of training during the ministerial regional tour in the Mauricie and Centre-du-Québec region on November 13, 2017

“We must focus on foreign students in the regions to meet the region’s workforce needs. As foreign students are already largely integrated, they should be offered bridges to permanent immigration.”

Proposal of a worker in the field of training during the ministerial regional tour in the Chaudière-Appalaches region on November 3, 2017

“The Ministère de l’Immigration, de la Diversité et de l’Inclusion (MIDI) must consider foreign workers and students who come to work or study in Quebec as a potential long-term workforce. Thus, we should be able to consider some of these individuals for landed immigrant status.”

Finding of a community organization worker during the Saguenay-Lac-Saint-Jean ministerial regional tour on November 27, 2017

**Work Upstream to Integrate Temporary Foreign Workers and Their Spouses**

Changes will also be made to the active employment measures of Emploi-Québec to make them eligible for temporary foreign workers and their spouses.

Working upstream by offering services to each member of these couples (francization, employment assistance services) could lead them to decide to stay in Quebec. In addition, offering them services during their period of temporary status provides significant gains in terms of time and money.

“It would be relevant to make active temporary employment measures accessible to temporary foreign workers so that employment organizations can help them find work in another business.”

Proposal of a community organization worker during the Bas-Saint-Laurent ministerial regional tour on December 18, 2017

**Holder:** Ministère du travail, de l’emploi et de la Solidarité sociale

**Annual investment to term (MTESS):** $1.6 million

**Total investment (MTESS):** $5.8 million
### Partnerships with Montréal International and Québec International

The attraction and retention of immigrants is also the result of the efforts of well-established foreign organizations. For the last ten years, Montréal International and Québec International have implemented proven immigrant attraction and retention initiatives and programs to meet the needs of the workforce.

The partnerships with Montréal International and Québec International have been enhanced and new agreements have been concluded to allow the preparation of new actions in recruitment, attraction, networking and mentoring. These actions will aim to encourage an increase in the number of people selected to meet the needs of businesses.

One-time investment: $10.1 million for actions that will take place during the financial years 2018-2019 to 2020-2021

### Réflexe Montréal Agreement with the City of Montréal

The City of Montréal wishes to contribute to the full labour market participation of newly arrived immigrants to Quebec.

Under the Réflexe Montréal agreement, the City will offer a referral and follow-up service to immigrants who settle in its territory. It will also undertake concertation and mobilization actions to promote their full participation, in French, at the city level.

One-time investment of MIDI: $12 million plus $12 million from the City of Montréal, for a total of $24 million

### Interconnection Program

The Chamber of Commerce of Metropolitan Montreal proposes a program whose objective is to create a direct link between businesses and immigrants looking for work, including twinning activities.

The March 2018 Economic Plan provides for:

- a one-time investment of $3 million to enhance the Interconnection Program of the Chamber of Commerce of Metropolitan Montreal;
- an amount of $4 million over five years to be paid to the MIDI for this program to be implemented in the Laval region. This amount is in addition to the investment of $2 million per year until 2021-2022 announced in the March 2017 Economic Plan.

The program will enable immigrants to find a first job in Quebec in their area of expertise while meeting the workforce needs of businesses in the Laval region.
ACTION 12: Foster the Integration of Visible Minority and Ethnic Newcomers into the Public Service

In order to promote the integration of visible minority or ethnic newcomers into employment, the Secrétariat du Conseil du trésor will implement a new measure in 2018-2019 to enable them to acquire work experience in Quebec.

This integration measure will allow these individuals to gain one-year work experience in a job corresponding to their qualifications. In addition to being supported throughout this period, newcomers who are members of visible minorities or ethnic groups may, at the end of their work year and under certain conditions, enrol in a reserved qualification process that may lead them to regular or casual employment in the Quebec public service, or to jobs available in the private, municipal and parapublic sectors.

In addition, the public service will encourage the hiring of students and interns from visible minorities or ethnic groups, namely through financial incentives given to departments and agencies, to increase their participation in the services offered to population.

Holder: Secrétariat du Conseil du trésor
Annual investment to term: $3.0 million
Total investment: $14.0 million

ACTION 13: Improve Support for Hiring Immigrants

The government offers two wage subsidy programs that are tailored to the reality of immigrants: the Employment Integration Program for Immigrants and Visible Minorities (PRIIME) and the Employment integration project for foreign-trained persons referred by a professional order (IPOP).

The National Workforce Strategy includes major changes to these programs to extend their reach and increase the benefits they bring to Quebec society.
3. DECISIVE ACTIONS TO SUPPORT WORKFORCE DEVELOPMENT AND LABOUR MARKET PERFORMANCE

Employment Integration Program for Immigrants and Visible Minorities (PRIIME)

The PRIIME provides financial support to businesses hiring immigrants or visible minorities. This program has positive and long-lasting effects on job placement since, every year, nearly 90% of these people obtain a job after having participated in the program.

In 2016-2017, more than 1,300 people in more than 1,100 businesses participated in PRIIME. Following the National Workforce Meeting, a $29.5 million increase in the PRIIME over five years was announced in the March 2017 Québec Economic Plan in order to increase the number of participants by approximately 20% and help businesses integrate them into their new workplace. Modifications have been made to:

- expand the eligibility criteria;
- improve the wage subsidy rate;
- simplify the use of the program for employers;
- provide more support to employers for the integration of immigrants and visible minorities;
- implement screening and referral mechanisms by Emploi-Québec affiliates.

The March 2018 Economic Plan provides for an additional investment of $18.5 million over five years to improve the PRIIME and the IPOP.

Improve the PRIIME

For a business, hiring a first immigrant can present a challenge in many ways: assessment of the diploma and competencies, approach of a person of different culture or religion, integration with existing staff, etc.

The PRIIME allows businesses hiring immigrants or visible minorities to benefit from financial support.

- The criteria of the program are to provide financial support to businesses to receive and integrate immigrant workers during their first professional experience in Quebec in their area of expertise.

- Financial assistance may also cover part of the salary of the hired person and, under certain conditions, the cost of their accompaniment or refresher training.

In order to encourage businesses to become more involved in the PRIIME, the maximum refundable amounts will be increased and, for institutions located in regions with a workforce deficit, the duration of the assistance will be extended beyond the current 30 weeks. The participant training component will also be extended to support their integration.

The Ministère du travail, de l’emploi et de la Solidarité sociale and the Ministère de l’Immigration, de la Diversité et de l’Inclusion will collaborate to develop the parameters of this enhancement.
**Testimony**

At first, Dextel offered graphic design services. To meet the demand, we expanded our services and gained expertise in website design and development.

When we had difficulty filling specialized positions, we used Emploi-Québec. We were thus able to call on the Employment Integration Program for Immigrants and Visible Minorities (PRIIME) and recruit a professional from Spain. We were aware of the challenges we had to face to properly integrate the candidate, but we wanted to tackle them! Thanks to the PRIIME, we have received sufficient financial support to integrate him into our business. Today, he is part of our team and his contribution is important.

Alain Serruya

Montréal

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**Improve the IPOP**

The IPOP measure provides wage subsidies to hire workers who have been issued a certification by a professional order. This measure allows foreign-trained individuals to obtain Quebec work experience in their field of expertise.

The eligibility criteria for this measure are significantly modified in order to act upstream and support the professional transition of foreign-trained individuals who are in the process of obtaining their certification from a professional order and integrating into a job in their field. Thus, the program will aim to support the hiring of these people in transition jobs corresponding to their competencies.

Support is provided under the same parameters as the PRIIME measure with respect to grant rate, duration, refresher training and the adaptation of human resource management practices and tools.

**Holder:** Ministère du travail, de l’emploi et de la Solidarité sociale

**Collaborators:** Ministère de l’Immigration, de la Diversité et de l’Inclusion and professional orders

**Total investment:** $46.0 million (of which $27.5 million already funded)
Employment Integration Project for Foreign-Trained Persons Referred by a Professional Order

A veterinary doctor is a specialist in animal health. They ensure the physical and mental health of all animal species, as well as their well-being. They also play a very important role in public health in order to protect humans from animal-borne diseases, as well as to preserve the environment and ensure the quality of meat consumed in Quebec, because it is their responsibility to inspect animals, thus protecting humans.

A person trained abroad who plans to practice this profession in Quebec must make representations to the Ordre des médecins vétérinaires du Québec. This person will have to pass certain exams to practice this profession. They may also need to complete training.

In order to quickly integrate this person into employment, the Quebec government is putting in place support for them to obtain Quebec work experience in this field, by supporting their hiring in a position of animal health technician, for example.

ACTION 14: Reduce the Constraints in the Integration of Immigrants in the Construction Industry

Immigrants are underrepresented in Quebec’s construction industry and there are several barriers to their integration. To mitigate these obstacles, the Commission de la construction du Québec (CCQ) will work in collaboration with other departments and agencies to facilitate their course in this industry.

**Holder:** Commission de la construction du Québec

**Collaborators:** Ministère de l’Immigration, de la Diversité et de l’Inclusion, Ministère du travail, de l’emploi et de la Solidarité sociale and Ministère de l’Éducation et de l’enseignement supérieur

ACTION 15: Promote the Learning of French

The government wishes to promote the learning of French by immigrants so that they are better equipped to enter the labour market at the level of their skills and to further develop themselves in the position. The francization of people who immigrate to Quebec, by selecting candidates who already know French, the improvement of language proficiency before and after their arrival, or the francization of those who do not know French, are major assets for their integration and job retention. According to this action, three departments make commitments to further develop the francization offer.
Establish a Government Single-Window Access to Francization Services – MIDI

In order to implement the government commitments made at the National Workforce Meeting and to respond to the recommendations of the Auditor General of Québec, the MIDI will implement, by the summer of 2019, a unified access to francization services to improve customer experience by providing centralized information, thus facilitating access to French courses and optimized, harmonized and automated government management of customer follow-up. This action, provided for in the Plan d’action sur la francisation et l’intégration des personnes immigrantes, should allow more of these people to participate in francization courses.

### Action Plan for the Francization and Integration of Immigrants

The action plan published in November 2017 focuses on five principles that guide the implementation of concrete improvements in terms of the francization and integration of immigrants, for more rigour and for the better optimization of MIDI’s methods:

- More in-depth knowledge of the needs of immigrants;
- More effective consultation at the national level and in all regions of Quebec;
- Sustained support for clients and effective supervision of partners providing services;
- Implementation of performance indicators, mid-term program reviews and accountability;
- Evaluation and continuous improvement of programs and services.

### Improvement of the Offer of Full-Time Francization Services

In order for immigrants to acquire a level of French that will allow them to enter the job market quickly, an improvement in the offer of full-time francization services will be implemented. In addition, the offer of services for clients with limited literacy and numeracy skills will also be developed.

### Increased Funding for Workplace Francization – MTESS

Following the National Workforce Meeting, the MTESS announced an enhancement of workplace francization by raising the coverage of training and salary costs from 85% to 100%. However, due to the growing interest in workplace francization services, the March 2018 Economic Plan provides additional funding of $10 million over five years for the period 2018-2019 to 2022-2023.

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“Francization must be done in the workplace.”
Proposal of a corporate representative during the ministerial regional tour in the Estrie region on November 13, 2017

“Francization in Quebec would be more successful if immigrants were quickly employed in a company. Francization would occur naturally.”
Proposal of a corporate representative during the ministerial regional tour in the Montréal and Montérégie region on December 12, 2017

“Do more promotion on workplace francization.”
Proposal of a union representative during the regional ministerial tour in the Laval, Laurentides and Lanaudière regions on December 11, 2017

“Promote more opportunities for businesses to integrate workplace francization. These services are little known to businesses. Francization must be at the heart of the corporate culture; to develop in the workplace.”
Proposal of a corporate representative during the ministerial regional tour in the Outaouais region on December 4, 2017

“Offer more training in workplace francization.”
Proposal of a corporate representative during the ministerial regional tour in the City of Québec region on November 24, 2017

Develop an Online Francization Offer – MEES

Immigrants live in a variety of situations that make an online francization offer beneficial to them. For example, an employed person who wishes to improve their French skills to better respond to the characteristics of their position could benefit from it.

The Ministère de l’Éducation et de l’enseignement supérieur will support school boards to develop an online francization offer to enable workers to undertake or continue to study French in their workplace or residence.

Annual investment to term (MIDI): $8.0 million
Total investment (MIDI): $120.0 million (of which $80.0 million already funded)
Annual investment to term (MTESS): $4.0 million
Total investment (MTESS): $18.0 million (of which $8.0 million already funded)
Total investment (MEES): $0.88 million (already funded)
ACTION 16: Develop the Skills of Employment Assistance Officers Regarding the Reality of Immigrants

Employment assistance officers can play a key role in the integration and retention of immigrants. They must therefore have a good understanding of the different stages of integration of these clients and be able to determine their needs.

It is in this perspective that training will be offered to those who interact with immigrant clients so that they can put forward an employment intervention adapted to their situation.

**Holder:** Ministère du travail, de l’emploi et de la Solidarité sociale  
**Collaborator:** Ministère de l’Immigration, de la Diversité et de l’Inclusion  
**Total investment:** $0.3 million

AXE 2.2: Promote the Employment Integration of the Greatest Number of Workers Possible

Despite conditions currently favourable to job seekers, some groups of people are still under-represented in the labour market. This is particularly the case for Aboriginal people, people aged 55 or older and people with criminal records. The integration and retention of individuals in these groups requires a wide range of measures and services to take into account not only their situation but also business needs. In this perspective, the service offer of Emploi-Québec deserves to be improved to take into account the new realities of the labour market. The adaptation of several active measures is planned in order to increase the employment integration of these categories of people and to take full advantage of the full employment situation already noted in several regions.

**Aim for Employment Program**

Since April 1, 2018, the MTESS offers the Aim for Employment Program to employable people who are applying for social assistance for the first time. This allows them to obtain specialized support in accordance with active Emploi-Québec measures for integration into employment. One-third of those targeted by this program are immigrants.

ACTION 17: Improve Tax Credits to Encourage Work Effort

**Improve the Tax Shield to Encourage Work Effort**

In order to make the work effort more attractive, the government established the tax shield in 2016. This refundable tax credit allows a person who increases their working income from one year to the next to keep a larger share of their tax and benefit transfers.

Starting in 2018, the government is increasing tax assistance as a work incentive by raising the ceiling by $1,000 per adult for the increase in working income eligible for this tax credit. This bonus is in addition to the $500 announced during the presentation of the Québec Economic Plan in March 2016, increasing the working income protected by this action from $2,500 when it was introduced to $4,000 as of the 2018 taxation year.

**Holder:** Ministère des Finances  
**Additional annual investment to term:** $13.9 million  
**Total investment over five years:** $63.8 million
Improve the Tax Credit for Experienced Workers

Labour market statistics show that experienced workers in Quebec have a low employment rate compared to other provinces.

- The employment rate for the population aged 60 to 64 is 45.7% in Quebec, while it reached 51.4% for Canada as a whole in 2017.
- For the same period, the employment rate for the population aged 65 and over is 10.3% in Quebec, compared to 13.5% in Canada as a whole.

The government reiterates its commitment to encourage more experienced workers who want to stay or return to the labour market by increasing the tax credit granted to them starting in 2018. Thus, the government plans to:

- broaden the scope of the work incentive for people aged 61;
- increase the eligible working income by $1,000 for the purposes of calculating the tax credit for workers aged 62 or over.

“It would be relevant to create tax credits for experienced workers.”

Proposal of a corporate representative during the ministerial regional tour in the City of Québec region on November 24, 2017

**Holder:** Ministère des Finances  
**Additional annual investment to term:** $34.1 million  
**Total investment over five years:** $164.4 million

**ACTION 18:**  
**Targeted Initiative for Experienced Workers (ICTE)**

The Targeted Initiative for Older Workers (TIOW) agreement with the federal government ended March 31, 2017. Its positive results confirm the relevance of maintaining an intervention of this type for the older workforce.

The Emploi-Québec and Services Québec employment service offer for experienced workers will be improved by reinvesting the expertise acquired in the TIOW so as to preserve the best practices to support people aged 50 to 64 in search of employment, but also to help those who want to stay in employment. In addition, it is intended to give all Quebec regional offices the opportunity to launch a project corresponding to this action.
“Offer incentives to people aged 60 or 65 and over to continue to have fun and an interest in working.”
Proposal of a corporate representative during the ministerial regional tour in the Côte-Nord region on November 20, 2017

“Have incentives to keep older workers (so that they are not penalized for returning to work) and increase financial incentives for retirees who wish to return to the labour market.”
Proposal of a corporate representative during the ministerial regional tour in the Nord-du-Québec region on December 18, 2017

“It would be appropriate to conduct a promotional campaign to encourage the employment of people aged 55 and over in the workplace, in order to reintegrate experienced workers according to adapted schedules (two or three days per week), in a perspective of sharing working time. Tax measures should be adopted to attract the interest of older workers and to make it easier for employers.”
Proposal of a socio-economic worker during the ministerial regional tour in the Mauricie and Centre-du-Québec region on November 13, 2017

“Support the development of skills for people aged 50 and over in the workplace. Increase corporate awareness of the wealth of workers aged 50 and over interested in employment or to start a second career. Modulate and adapt the performance of an experienced worker to the needs of the company (example: tasks requiring less achievement of performance outcomes).”
Proposal of corporate representatives during the ministerial regional tour in the Outaouais region on December 4, 2017

“We need to find ways to encourage workers aged 65 and over to continue contributing to the labour market.”
Proposal of corporate representatives during the ministerial regional tour in the City of Québec region on November 24, 2017

**Holder:** Ministère du travail, de l’emploi et de la Solidarité sociale

**Annual investment to term:** $7.5 million

**Total investment:** $35.0 million
ACTION 19:
Promote the Integration of People with Disabilities into the Labour Market

Integrating more people with disabilities into the labour market can help reduce workforce availability challenges in businesses, while helping to empower these people.

However, the nature and severity of a disability sometimes makes participation in the labour market difficult. The integration or retention of these individuals may require accommodations that incur costs, such as adjusting a workstation or additional supervision. That is why the government will invest additional funds in MTESS programs that are intended for these clients, namely:

- The Programme de subvention aux entreprises adaptées (PSEA), which is aimed at establishments employing at least 60% people with disabilities;
- The Contrat d’intégration au travail (CIT), which is aimed at most public or private companies.

**Holder:** Ministère du travail, de l’emploi et de la Solidarité sociale  
**Total investment:** $37.0 million (of which $8.0 million already funded)

ACTION 20:
Support the Integration and Retention of First Nations and Inuit People

**Employment Integration Program for First Nations and Inuit People**

The situation of Aboriginal people in the labour market is more difficult than that of the rest of the population. In 2017, their unemployment rate stood at 8.5% (for Aboriginals residing outside their community in Quebec), while it was 6.0% for other citizens. Considering these difficulties, it seems appropriate to offer Aboriginal people similar support to that offered to immigrants and visible minorities to promote their integration and retention.

The government is implementing the Programme d’aide à l’intégration en emploi des membres des Premières Nations et des Inuit, which is modelled after the Employment Integration Program for Immigrants and Visible Minorities (PRIIME).

This commitment is based on the implementation of an incentive measure for SMEs to support the integration of Aboriginal people into the workplace during their first professional experience in their field of expertise. This action will encourage businesses to hire unemployed people who would not have been hired without financial assistance from Emploi-Québec, to allow these people to gain their first significant work experience and to encourage their continued employment.

“We need to focus on Aboriginal people to fill labour needs in areas where communities are present.”

Proposal of a municipal representative during the ministerial regional tour in the Mauricie and Centre-du-Québec region on November 13, 2017

**Holder:** Ministère du travail, de l’emploi et de la Solidarité sociale  
**Annual investment to term:** $1.2 million  
**Total investment:** $4.8 million
Internship Tax Credits (see Action 33)

Under the enhanced internship tax credit announced in the 2018-2019 Quebec budget, the base rate of the tax credit for eligible expenses incurred by an employer who hosts an Aboriginal person for the duration of an internship will increase from 24% to 32% (as will the rate applicable to expenses incurred for an immigrant or disabled intern).

Active Participation of Aboriginal Workers to Stimulate their Inclusion in Quebec Businesses

Under the responsibility of the Conseil du patronat du Québec (CPQ) and in collaboration with the Alliance des centres-conseils en emploi AXTRA and the Commission scolaire De La Jonquière, this initiative aims to facilitate the hiring and integration of Aboriginal workers by providing greater support to businesses in the labour market integration of this workforce while supporting the skills development of these people through various training methods.

This project of more than $2 million is supported by the innovative projects presented in Action 6.

Ministerial Strategy for Labour Market Integration of First Nations and Inuit People

The active participation of as many First Nations and Inuit people as possible in the labour market is essential to enabling them to contribute to and develop in society.

The MTESS Ministerial Strategy for Labour Market Integration of First Nations and Inuit People represents a response adapted to the needs of these clients, in partnership with the Aboriginal organizations involved.

This strategy proposes actions targeting individuals and businesses. Partnership with Aboriginal organizations, non-Aboriginal workforce development organizations, school boards, other Quebec government departments, the federal government, private companies and, in general, partners of the labour market, is essential to ensure the success of this strategy.

The 2017-2022 Action Plan for the Strategy covers a broad spectrum of interventions with Aboriginal clients, who face many difficulties in integrating into employment.
ACTION 21:
Promote the Integration of People with Criminal Records into the Labour Market

Support from Specialized Organizations

Specialized organizations have carried out projects aimed at the socio-professional reintegration of people with criminal records in certain regions of Quebec. Generally, these projects include experimenting with approaches including the implementation of training activities as well as intensive and continuous support to promote the placement in and maintenance of employment of clients with criminal records.

On the basis of the evaluation of ongoing projects, the service offer for these clients will be extended throughout Quebec in 2019-2020, i.e. in the 12 regions where are located the 9 organizations for the employment integration of people with criminal records.

Holder: Ministère du travail, de l’emploi et de la Solidarité sociale
Annual investment to term: $0.6 million
Total investment: $2.4 million

An Interdepartmental Committee to Study Legislative and Administrative Options to Improve Labour Market Access for People with Criminal Records

A new interdepartmental committee will be created to study legislative and administrative changes to provide greater access to the labour market for people with criminal records. Depending on the priorities to be established, it could pursue the following objectives:

- Ensure the monitoring of laws and administrative practices from here and elsewhere;
- Document the issues that people with criminal records face in integrating into the labour market;
- Make recommendations to the departments and agencies involved.

Holder: Ministère du travail, de l’emploi et de la Solidarité sociale
Collaborators: Ministère de la Sécurité publique, Ministère de la Justice, Commission des partenaires du marché du travail and Comité consultatif pour la clientèle judiciaire adultes

ACTION 22:
Increase the Presence of Women in Male-Dominated Jobs

Establish a Mentoring Program and Networking Activities to Promote the Presence of Women in Male-Dominated Jobs

For some trades and professions, access to and retention of trained and skilled women in mostly male-dominated jobs, often higher paid, remains complex (corporate culture, employment practices, prejudice, stereotypes, discrimination, feeling of isolation, etc.).

During the National Workforce Meeting, initiatives were proposed to increase the presence of women in such jobs and to promote gender diversity in the sectors of the future.

Mentoring or networking activities can help to improve the integration, retention and career advancement of women in predominantly male settings.
This is why initiatives will be undertaken to create favourable conditions for women to develop their careers (integration, maintenance and advancement) in male-dominated jobs. These initiatives include networking activities and a mentoring program. Outreach activities will also be conducted with women and businesses in predominantly male sectors, namely with regards to the benefits of a mentorship program.

“Promote the integration of women into businesses by providing support to workers and employers to integrate women into non-traditional workplaces and to foster retention.”
Proposal from a municipal representative during the ministerial regional tour in the Mauricie and Centre-du-Québec region on November 13, 2017

Support Women’s Entrepreneurship in the Biofood Sector

Women entrepreneurs in the biofood sector are proportionally less present than in other areas of activity. In addition to gender-related challenges, they also face specific challenges, namely with regards to family-work-study balance and recognition of the work of women entrepreneurs in rural areas.

In order to increase the proportion of women entrepreneurs in the biofood sector, it is important to recognize the operational, administrative and social tasks necessary for the proper functioning of businesses in this sector. Recognizing the importance of women’s contribution to agriculture, food processing and the fishing industry would have the effect of developing women’s profession in this sector and making it attractive to young female graduates.

The Ministère de l’Agriculture, des Pêcheries et de l’Alimentation will take action to:

- create a committee to identify potential actions;
- identify and recognize so-called invisible tasks in the biofood sector;
- produce portraits of women entrepreneurs in the biofood sector;
- make women and men aware of the functions of entrepreneur-producers that women often assume in companies in this sector.

Support Women’s Entrepreneurship in the Biofood Sector

Holder: Secrétariat à la condition féminine
Collaborators: Ministère du travail, de l’emploi et de la Solidarité sociale and Ministère de l’Économie, de la Science et de l’Innovation
Annual investment to term: $0.2 million
Total investment: $0.9 million
AXE 2.3: Support and Guide Employers in their Adaptation to Labour Market Transformations

In Quebec, more than 117,000 businesses have between 5 and 99 employees and generally have few resources and expertise in the human resources function. As they mentioned during the National Workforce Meeting and during the Minister of Employment and Social Solidarity’s tours in 2016 and 2017, they are counting on public employment services to accompany and advise them in this area.

By offering programs, measures and services that take into account the changing reality of the labour market and that meet the needs of businesses, the government contributes to the productivity of businesses and thus the prosperity of Quebec.

ACTION 23: Support More Businesses with Public Employment Services

The Ministère du travail, de l’emploi et de la Solidarité sociale has revised its business service provision to focus more on supporting diversity management and assisting the workforce recruitment processes in addition to supporting the training of employed workers.

In this context, the MTESS has created new tools, including the Portrait des pratiques en gestion des ressources humaines, that each business can obtain and which addresses more businesses to facilitate the identification of their needs in this matter. A diverse workforce management guide has also been produced to support and accompany those who want to adapt their practices to attract and integrate a diverse workforce. As far as business francization is concerned, the coverage of training and salary costs increased to 100% in 2017-2018.

The demand for business support services is therefore very high, which is why it is advisable to provide the public employment service with the means necessary to meet their needs, as well as to make them aware of existing services and tools intended to accompany them in the exercise of the human resources function. In order to increase the visibility of these services and maximize the use of the resources available to business clients, a promotional campaign will be launched, focusing on the development of best practices in human resources management and on the advisory role for recruitment assistance.

“It is important to offer support in human resources management, especially in diversity management.”

Proposal of a workforce sectoral committee representative during the ministerial regional tour in the Chaudière-Appalaches region on November 3, 2017

Holder: Ministère du travail, de l’emploi et de la Solidarité sociale
Annual investment to term: $26.6 million
Total investment: $95.7 million (of which $88.4 million already funded)
ACTION 24:
Provide Employers with Awareness Seminars on New Labour Market Conditions Characterized by Full Employment and How to Deal With Them

As a result of demographic changes, the difficulties businesses face in finding the workforce they need, may grow. Many SMEs in Quebec are already struggling to recruit and retain staff. It affects their productivity and the prosperity of all of Quebec. In addition to this, other phenomena, such as increased competition in the markets, the arrival of new digital technologies and a change in the composition of the workforce (immigrant, new generation, workforce further from the labour market). For employers, the new reality of the labour market poses great challenges in recruiting and retaining workers.

Seminars on this new reality and how to adapt to it will be offered to SME managers in all regions of Quebec. They are a continuation of existing seminars on best business practices. Partners from the business community will be involved in disseminating these seminars.

“Underrepresented clients include loyal employees. Employers need to be made aware of this hiring pool and must value it.”

Proposal of a corporate representative during the ministerial regional tour in the Côte-Nord region on November 20, 2017

“Intensify companies’ awareness of human resource management in the context of workforce shortage, including the importance of adopting good HRM practices and being more attractive.”

Proposal of a corporate representative during the ministerial regional tour in the Gaspésie–Îles-de-la-Madeleine region on November 20, 2017

Holder: Ministère du travail, de l’emploi et de la Solidarité sociale
Collaborator: Ministère de l’Économie, de la Science et de l’Innovation
Total investment to term: $0.34 million
Total investment: $1.66 million

AXE 2.4: Support Training in Strategic Areas

With the acceleration of technological and demographic changes, the labour market must have a sufficient supply of skilled workforce in certain specific fields, such as science, technology and health. However, many professions in these fields have difficulties recruiting new candidates. Some even show long-term imbalances between the number of jobs to be filled and the number of graduates of study programs giving access to these jobs.

The government intends to act on the number of qualified individuals in these areas by encouraging their commitment, perseverance and success in the associated programs of study, as well as by reviewing the training courses offered, including nursing, so as to facilitate progression in studies, from vocational training to university training.
**ACTION 25:**
**Graduate More Students in Science, Technology and Nursing**

**Implement Measures to Increase the Number of Graduates in Science and Technology, Engineering and Mathematics Programs by 2% Annually**

In recent years, the Quebec government has been promoting a series of initiatives aimed at developing certain economic sectors, from artificial intelligence (notably through the Stratégie québécoise de recherche et d’innovation) to the manufacturing sector (innovative manufacturers), electrical transportation, aerospace and digital arts.

All these sectors are experiencing a similar challenge of skilled workforce availability, mainly in the fields of science and engineering (technical and university). However, this reality allows students in associated training programs to have good job prospects at the end of their studies, as well as to progress in their careers and improve their standard of living over time.

A series of measures are in place to increase by 2% annually the number of graduates, including women, of higher education programs in the fields of science and engineering. These measures will be coordinated around the following four axes:

1. Attraction measures to increase the number of registrations.
2. Concrete actions to promote perseverance and success.
3. Creation of interorder training courses for priority disciplines.

**Holder:** Ministère de l’Éducation et de l’enseignement supérieur
**Annual investment to term:** $7.5 million
**Total investment:** $36.5 million

**Increase the Number of Nursing Graduates**

In the context of the pressures of an aging population on the health system, efforts must be made to maintain an adequate and well-prepared supply of workforce. The MEES, in collaboration with the MSSS, has implemented a measure that is divided into two phases:

- Identify and analyze the relevant competencies required for the practice of professions associated with nursing;
- Review college and university nursing programs to ensure an optimal response to the needs of this profession.

In this second phase, practical training systems will be intensified or new ones will be deployed within the framework of study programs (e.g. school clinics).

**Holder:** Ministère de l’Éducation et de l’enseignement supérieur
**Annual investment to term:** $2.0 million
**Total investment:** $9.5 million
Support Areas Related to Artificial Intelligence

Quebec is a world leader in artificial intelligence. To enable economic development strategies in this field to reach their full potential, the skilled workforce offer must be adequate, particularly in mathematical sciences.

In order to contribute to the development of this capacity, financial support is provided to the Université de Montréal’s Centre de recherches mathématiques, which will collaborate with the Centre interuniversitaire de recherche en analyse des organisations (CIRANO) to establish a strategy to promote the development of a highly skilled workforce in applied mathematics for advanced fields.

**Holder:** Ministère des Finances  
**One-time investment in 2018-2019:** $1.0 million

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**ACTION 26:**  
**Increase Support for College Centres for the Transfer of Technology (CCTT)**

CCTTs support businesses and other organizations in innovation, including technical support, technology development and training.

The government proposes to further support CCTTs and to reinforce the impact of their activities on college education by investing in the development of the trial training approach they created, which allows students to integrate the labour market and research while offering them the opportunity to rub shoulders with business clients. Funding of $20.0 million was granted to CCTTs in 2017-2018, in particular to allow them to implement this approach as early as 2018-2019.

In addition, this approach is in line with one of the recommendations that the Conseil consultatif sur l’économie et l’innovation has proposed to introduce college-based work-study programs with CCTT collaboration.

**Holder:** Ministère de l’Éducation et de l’enseignement supérieur  
**One-time investment in 2017-2018:** $20.0 million

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**ACTION 27:**  
**Attract Talent and Maintain High-Level Expertise in Health and Social Services Jobs**

In its workforce planning activities for the health and social services networks, the MSSS has established human resources management mechanisms and a comprehensive response plan.

This commitment provides for:

- the implementation of a common tool for managing workforce planning;
- the coordination of the offer of initial training and internships corresponding to the needs of regions and sectors;
- the completion of a three-year plan of the workforce needs of establishments as well as their annual update;
- the identification of less attractive sectors of activity;
- the development and promotion of businesses in the least attractive, specialized and highly specialized sectors.

**Holder:** Ministère de la Santé et des Services sociaux
AXE 2.5: Facilitate the Geographic Mobility of the Workforce

The geographic mobility of the workforce helps to meet business growth needs and support regional development. That is why departments will implement actions for both workers and employers to facilitate this mobility. These actions will promote better use of human resources by enabling people to get a job that matches their skills or by giving others the opportunity to gain work experience.

Strategy to Ensure the Occupancy and Vitality of Territories – Regions in Control

While developing the Stratégie pour assurer l’occupation et la vitalité des territoires, several regions emphasized that housing is an essential element in attracting and retaining the workforce in their communities. The action plans for the occupancy and vitality of territories, by administrative region, should include initiatives to this effect, according to the priorities of each.

Sustainable Mobility Policy

The Ministère des transports, de la Mobilité durable et de l’Électrification des transports has equipped itself with a sustainable mobility policy. This policy aims to initiate a paradigm shift in this matter. It considers social, economic and environmental issues and lays the foundation on which to support sustainable mobility interventions to take into account the needs of individuals, businesses, partners and the municipality.

The policy covers all modes of transportation, and all mobility of passengers and freight, for all regions of Quebec. It deals in particular with public and active transportation. The regional public transportation development component focuses on transportation issues for workers in all regions.

ACTION 28: Offset Recruitment and Installation Fees for Workers Moving to Another Region

Quebec businesses are facing an aging population in their regions and a situation of full employment in some sectors. As a result, they must adapt their recruitment activities by opening up to pools of skilled workers located outside their territory. At the same time, in other regions, qualified people are looking for a job that matches their skills in these same fields of activity. Interregional mobility makes it possible to optimize the operation of the labour market by giving people looking for work in a given region the opportunity to hold a job corresponding to their competencies in another region.

The MTESS is implementing an interregional recruitment support measure with the following objectives:

- Facilitate the sustainable relocation of people who accept employment in another region;
- Enable employers to find qualified staff in areas of workforce shortage.
The measure has two components:

**Recruitment Support**
Travel expenses for interviews up to $500.

**Support for Hiring**
Businesses that pay for the transportation and moving costs to relocate people who accept a job they offer can benefit from a rebate of up to $1,000 per person.

**Holder:** Ministère du travail, de l’emploi et de la Solidarité sociale  
**Annual investment to term:** $0.7 million  
**Total investment:** $3.1 million

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**ACTION 29:**  
**Improve the Agricultural Worker’s Travel Program to Adapt to New Business Needs**

For nearly 40 years, the Ministère de l’Agriculture, des Pêcheries et de l’Alimentation has helped the Programme de déplacement des travailleuses et des travailleurs agricoles to make the workforce located in large urban centres available to agricultural businesses by covering part of the bus transportation. However, the program is currently restricted to horticultural businesses and is offered in a limited number of regions.

The proposed action is an improvement to cover other administrative regions and to meet the occasional workforce needs of agricultural businesses. Financial intervention consists of assistance to pay part of the workers’ transportation costs to travel to the businesses.

**Holder:** Ministère de l’Agriculture, des Pêcheries et de l’Alimentation  
**Annual investment to term:** $0.4 million  
**Total investment:** $1.75 million

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**GUIDELINE 3:**  
**Improve Flexibility and Agility in Skills Development**

Over the next few decades, the changing labour market will have a significant impact on the competencies and qualifications that workers will need to fully develop their potential. They will have to rely on a training system that will support them throughout their careers.

In this context, the government intends to establish a series of measures aimed in particular at adapting training programs more quickly and at promoting better success rates. It also counts on employers’ support and investment in the development of their human capital, together with the State.
3. DECISIVE ACTIONS TO SUPPORT WORKFORCE DEVELOPMENT AND LABOUR MARKET PERFORMANCE

### Policy on Educational Success

The Policy on Educational Success, which the Government of Quebec unveiled in June 2017, is based on a vision resulting from extensive consultations involving key stakeholders. This vision is part of an educational continuum from early childhood to adulthood, which is expected to be achieved in 2030. This policy affirms the importance of acting early with children and students, and that educational success is everyone’s business.

Among the key objectives associated with this general vision are to increase the proportion of students under 20 years old who obtain a first diploma or qualification to 90% and students who hold a first degree to 85% (diploma of secondary studies and diploma of vocational studies), increase the proportion of the adult population that demonstrates high literacy skills and increase the proportion of students entering high school without academic delay.


In order to articulate its increased strategic role, the CPMT has developed, with all of its partners, including the represented departments, the Plan d’action concertée en adéquation formation-compétences-emploi (2017-2020). This plan aims to implement some 30 actions that the government and all the partners of the CPMT will carry out. It ensures that these actions are well aligned with the needs of the labour market and deliver the expected results.

#### AXE 3.1: Better Adapt Training to the Needs of Workplaces and Regions

The changes affecting the sectoral and territorial realities of the Quebec labour market call for greater flexibility in adapting training programs. The government is working on revising the management mechanisms of its training offer in three areas.

**Reduce Time to Adapt Vocational and Technical Programs**

In a context where changes in technology and work organization are accelerating, education and employment partners must come together to maintain a training offer that corresponds to workforce needs. At the same time, the government made a commitment in the 2018 Budget to establish a more agile process for the revision and development of vocational and technical programs by the fall of 2018.

Once the need for training has been agreed upon by the partners, the curriculum design and production phase will take place over a maximum period of 18 months, allowing the educational institutions to deliver the training more quickly.

**Increase Opportunities for Institutions in the Regions to Offer Training to Small Cohorts**

It is important to be able to continue to meet all training needs, even when they are limited.

However, in some regions, training needs remain unmet as a result of too few enrolments to start cohorts. This measure will make it possible to maintain a diversified and labour market-oriented vocational training offer in all regions of Quebec.
Diversify the Vocational and Technical Training Offer in the Regions

Employers will thus benefit from a workforce that is better prepared for their jobs. The government therefore intends to promote a link between the needs of workplaces and training programs, particularly by giving these sectors greater importance in the development and adaptation of study programs as well as in the receiving interns.

Vocational Training Action Plan

The current vocational training system was established in 1986. Although many improvements have been made to facilitate access to the various trainings, some challenges remain.

The Plan d’action en formation professionnelle, currently being prepared, will ensure the consistency between past and future measures. It will take into account the following principles:

- Increased capacity to take into account emerging training needs and regional realities in the training offer;
- Faster and more flexible training delivery management processes;
- Better regional consultation to better highlight the needs of the various environments and to respond to them more adequately;
- Development of modes of access to training allowing more people to take advantage of these trainings.

ACTION 30:
Revise the Management of the Training Offer to Make it More Flexible and Adapt It to the Realities of the Regions, Especially Remote Areas

The implementation of a viable and diversified training offer that meets the needs of businesses in all regions must be facilitated by better regional cooperation between educational institutions.

Following the National Workforce Meeting, changes were made to increase the capacity of colleges and school boards to start strategic study programs for regional development, even with small groups of students. Other initiatives are planned to adapt vocational training and technical training to the realities of the regions.

Three measures are thus established:

A Measure to Support the Deployment of New Ways of Offering Vocational Training to Meet Regional Needs

This measure aims to support school boards in the search for and implementation of new ways of deploying the training offer to address unmet needs. The new modes can be deployed on a regional or supra-regional scale and take different forms, including:

- Sharing resources;
- Pooling of enrolment;
- Offering alternating training between school boards or on a multi-year rotating basis.
A Measure to Support the Interregional Mobility of Students in Vocational Training

This measure is intended to contribute to the vitality of the training offer in the regions, mainly by promoting the mobility of students, on the one hand to remote areas or regions affected by a demographic decline and, on the other hand, to school boards where enrolment in vocational training shows a significant decline.

It will provide financial support to school boards to attract more students to vocational programs who have training needs.

Provide Greater Flexibility in Technical College Training Offer in the Region

With regard to technical college training, regional groupings will be proposed to improve the viability of the offer. This means that training that could not be started due to a lack of students will now be available to adequately meet the needs of employers.

“Relax the rules allowing school boards to established training tailored to the needs of businesses and reduce the time required to obtain authorization from the Ministère de l’Éducation et de l’enseignement supérieur.”

Proposal of a municipal representative and representative in the field of training during the ministerial regional tour in the Côte-Nord region on November 20, 2017

“In the education sector, programs perform well when it comes to high volumes. However, they are not flexible enough to accommodate small cohorts with unique situations and multiple challenges.”

Proposal of a workforce sectoral committee representative during the ministerial regional tour in the Montérégie and Montréal region on December 12, 2017

“Businesses and educational institutions need to partner to develop training tailored to the job market.”

Proposal of a corporate representative during the Saguenay-Lac-Saint-Jean ministerial regional tour on November 27, 2017

Holder: Ministère de l’Éducation et de l’enseignement supérieur
Annual investment to term: $3.2 million
Total investment: $15.0 million
ACTION 31: Develop Apprenticeship Projects or the Implementation of Skills in the Workplace and Promote the Development of Work-Study Opportunities

Apprenticeships in the workplace can offset the shortage of trained workers in some sectors of the economy. In addition to increasing interest in studies, they promote academic perseverance for integration into the labour market.

The government has also emphasized the importance for individuals trained in trades to be ready for a job in the workplace as quickly as possible and for them to have a learning experience through apprenticeship activities in the workplace of the profession associated with a study program.

The March 2015 Economic Plan included investments to launch vocational and technical apprenticeship pilot projects in the workplace. This initiative will be extended for the duration of the National Workforce Strategy. Thus, the integration into employment during the course of training will be put forward with the increased participation of employers.

In vocational training, 26 projects are being carried out or are under development in a large number of sectors. These projects represent a pool that will make it possible to evaluate the benefits of this course of training.

A national committee to discuss the realities, good moves and difficulties encountered in the development and implementation of each project will be created. Suggestions for improvement can thus be identified with a view to achieving the sustainable applicability of this training course.

**Holder:** Ministère de l’Éducation et de l’enseignement supérieur  
**Total investment:** $7.7 million (of which $4.7 million already funded)

ACTION 32: Expand the Internship Incentive Program

Since 2016-2017, the CPMT has been encouraging workplace internships during the career path of students enrolled in vocational and technical training programs through the Programme incitatif pour l’accueil de stagiaires (PIAS).

The PIAS will be amended as early as 2018-2019 so that businesses hosting university-level interns can also apply for this program.

“Work-study rotations are a great way to align training/job adequacy, but they need to be well supervised to avoid the drop out of participants, who often take a liking to the job market and do not complete their training. We also need to avoid inadequate matches.”

Proposal of a union representative during the ministerial regional tour in the Mauricie and Centre-du-Québec region on November 17, 2017

“Facilitate the integration of young students into existing jobs by giving them access to local jobs through internships and scholarships.”

Proposal from a corporate representative during the ministerial regional tour in the Côte-Nord region on November 20, 2017

**Holder:** Commission des partenaires du marché du travail  
**Annual investment to term:** $1.0 million  
**Total investment:** $5.0 million (from WSDRF)
ACTION 33: Improve Tax Credits for Workplace Internships

Employers and interns also benefit from workplace internships. These workplace training periods allow students and interns to gain hands-on experience in the labour market and employers to encourage the skill development of interns.

The government has enhanced the workplace internship tax credit namely by increasing the maximum hourly rate for intern and supervisor salaries and increasing the tax credit rates for businesses located in remote resource regions and with respect to Aboriginal people in Quebec. This measure will help to reduce the exodus of young people to large urban centres by giving them the opportunity to work in a business in region and to meet skilled workforce needs.

“Focus on workplace training (such as the Workplace Apprenticeship Program). Programs need to be made more flexible to better adapt to business needs.”

Proposal of a corporate representative during the ministerial regional tour in the Mauricie and Centre-du-Québec region on November 13, 2017

**Holder:** Ministère des Finances

**Additional annual investment to term:** $10.6 million

**Total investment over five years:** $36.6 million

AXE 3.2: Better Prepare for Integration, Maintenance and Advancement in the Labour Market

Many people are currently unemployed or at risk of experiencing recurring unemployment due to low qualifications or lack of recognition of the competencies they have acquired. This can restrict their prospects for career advancement. The government intends to adapt and support the training of these individuals so that they develop skills that will enable them to remain in employment in a sustainable manner.

The government also intends to continue its efforts to better recognize the acquired competencies of the workforce. This action is decisive, especially for the integration of immigrants into employment.

Lastly, the government intends to pay particular attention to initiatives promoting training continuums and career progression of the workforce by ensuring a better fluidity between vocational, technical and university training paths.
Strategy for Literacy and Francization

The Stratégie en matière d’alphabétisation et de francisation is one of the projects announced in the Policy on Educational Success. It is part of Guideline 2.1 of this policy, which aims to develop literacy and numeracy skills early in life and throughout life.

This strategy:
- is based on the Programme for the International Assessment of Adult Competencies (PIAAC);
- aims, among other things, to improve the literacy skills of people with learning disabilities;
- aims to educate the general population about the consequences of low literacy;
- includes a francization component.

ACTION 34: Improve the Recognition of Acquired Competencies

The Recognition of Acquired Competencies (RAC) is an approach to obtain official recognition of competencies at their fair value, with regard to a vocational training, technical training or university study program. Recognizing the competencies of adults, including immigrants, promotes faster integration into the labour market and can reduce situations where individuals find themselves overqualified for the positions they occupy. An action in vocational training is planned.

Currently, four Centres of Expertise in the Recognition of Acquired Competencies (CERAC) support all school boards, to which they provide assistance in maintaining a quality RAC service. Two other centres of expertise of this type provide the same service for the 48 CEGEPs.

Improve the Service Offer in the Recognition of Acquired Competencies

The March 2017 Economic Plan announced additional funding to further develop the service offer in the recognition of acquired competencies. This funding allows colleges and universities to increase their service offer for this purpose.

Examine the Possibility of Granting Educational Equivalencies to People Trained Outside Quebec – MEES

The National Workforce Strategy also provides for a new initiative aimed at deploying, as a pilot project, a content analysis mechanism for training undertaken outside Quebec for which equivalencies could be granted. It would involve acquiring the expertise and testing the real feasibility of granting such equivalences. It is possible to grant them at the college level.

The introduction of this measure will be done in collaboration with CERAC. Study programs, whose frequency of related and follow-up training courses outside Quebec are more significant, would be favoured.
Establishment of a Quebec One-Stop Access for the Recognition of Acquired Competencies – MIDI

The government wants to make it easier for people with a diploma obtained abroad to have their competencies recognized. Following the National Workforce Meeting, figures had been announced in order to establish a Quebec one-stop access in this matter. This access must allow for support, particularly for immigrants, in order to direct them to the most appropriate institution to support their requests for the recognition of their acquired competencies.

**Holder:** Ministère de l’Éducation et de l’enseignement supérieur and Ministère de l’Immigration, de la Diversité et de l’Inclusion

**Total investment (MEES):** $14.5 million (of which $14.0 million already funded)

**Total investment (MIDI):** $4.0 million

**ACTION 35:** Add Basic Skills in Professional Standards

The basic skills, as defined by Employment and Social Development Canada, indicate which skills are required to learn the other skills specific to the trade.34

Although these skills do not constitute a prerequisite for participation in a Workplace Apprenticeship Program (WAP) or access to an occupational qualification certificate, they may influence the choice of an individual or a person seeking employment as well as employers in their search for a skilled workforce.

The action consists of including the basic skills required to perform a profession covered by a professional order when establishing a new standard or revising an existing standard.

**Holder:** Ministère du travail, de l’emploi et de la Solidarité sociale

**ACTION 36:** Increase the Fluidity of the College Training Path

**Facilitate School Guidance Through Specific Courses**

Students who are enrolled in college for the first time, who are wondering about their career options or who do not have all the necessary prerequisites to start their studies can benefit from the Tremplin DEC path, a stepping stone for a diploma of college studies. This path contributes to the acquisition of working methods while allowing a flexible and personalized integration to college studies.

The enhanced funding for the Tremplin DEC program will expand the specific training offer for the programs offered as part of this path, reduce delays in the training of college students, and increase the rate of obtaining a diploma of college studies.

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34. According to Employment and Social Development Canada, there are nine essential skills required to practice a trade: reading, writing, document use, numeracy, digital technology, thinking, oral communication, working with others, and continuous learning.
Improve the Offer for Continuity Paths Between Vocational Training and Technical Training

The goal of the training continuity paths (PCF) is to encourage vocational training graduates to enrol in technical training by better recognizing common skills. These paths are derived from the Vocational and Technical Training Collaboration Plan established by the MEES in 2006. One of the action plans was to facilitate the transfer of persons with a vocational training diploma to a technical training by recognizing, for example, the content of certain courses, thus enabling to save time and skip at least one session.

The action aims to support these paths, to encourage their application in the college network and to promote them in order to increase the number of enrolments.

**Holder:** Ministère de l’Éducation et de l’enseignement supérieur

**Annual investment to term:** $1.4 million

**Total investment:** $6.3 million

AXE 3.3: Increase Productivity in the Labour Market Through Ongoing Training

Over the next few years, many people will see their jobs evolve, particularly in terms of technology. For many employers, updating the skills of their workforce is necessary to maintain and increase their productivity. However, people in employment often have constraints that prevent them from participating in a training process.

Faced with these challenges, the government intends to enhance its offer of continuing education to a set of areas of vocational and technical studies that are crucial for the entire labour market, including certain sectors of activity with significant workforce needs (e.g. tourism, biofood, forest industry, culture, health and social services). It also intends to act on the continuing education accessibility conditions for people in employment.

ACTION 37: Develop the Continuing Education Offer at the College Level and in Vocational Training

Short-term trainings leading to an Attestation of Vocational Specialization (AVS) or an Attestation of College Studies (ACS) have been the subject of increasing demand for many years. These study programs make it possible to respond quickly and with flexibility to the needs of the labour market. They are aimed at adult clients in a situation of professional retraining, reorientation or professional development.

In the March 2017 Economic Plan, investments were announced to enable colleges and school boards to increase the offer of continuing education in all regions of Quebec.

As of 2018-2019, additional investments are made to:

- ensure a sufficient offer for the training of caregivers in private seniors’ residence;
- encourage the offer of college programs leading to high-demand jobs, particularly in science, technology and engineering.

**Holder:** Ministère de l’Éducation et de l’enseignement supérieur

**Total investment:** $61.0 million (of which $34.3 million already funded)
Facilitate Access to Part-Time Vocational and Technical Training Studies

Education and employment partners have long reported that the requirement to complete a full-time vocational or technical program in order to benefit from free tuition may be a barrier to access training. This situation deprives the labour market of the crucial contribution of graduates in areas affected by a workforce shortage.

Following the National Workforce Meeting, the Ministère de l’Éducation et de l’enseignement supérieur undertook work to facilitate access to part-time vocational and technical training.

In technical training, regulatory modifications abolished the tuition fees charged for part-time students in a program leading to an Attestation of College Studies (ACS).

With regard to vocational training, the Ministère de l’Éducation et de l’enseignement supérieur is undertaking an experimental initiative to provide access to such training on a part-time basis. More specifically, this initiative aims to:

- facilitate access to vocational training for clients who have constraints preventing them from taking full-time courses (e.g. family constraints or professional obligations) in order to encourage them to continue learning or to return to school;
- help meet training needs in programs lacking enrolment.

This initiative will result in a reduction in tuition fees associated with part-time studies. People benefiting from this measure will have more flexible hours and can extend the duration of their training to balance their studies with other activities. The initiative will be tested over the next five years. The results obtained in terms of the perseverance and educational success of students admitted on a part-time basis will be part of the evaluation report that will be carried out thereafter.

In accordance with the March 2017 Québec Economic Plan, these initiatives represent investments of $31 million for the years 2018-2019 to 2021-2022.

ACTION 38: Improve the Short-Term Training Program By Focusing on Internships

The short-term training program favouring internships for occupations prioritized by the Commission des partenaires du marché du travail was launched in February 2017. It aims to ensure a skilled workforce that meets the needs of businesses by providing a subsidy to employees to enable them to participate in MEES-recognized vocational or technical training. It also makes it possible to adapt an existing training program to better meet the needs of businesses. Additional investments will be made to fund more projects.

Holder: Commission des partenaires du marché du travail
Collaborator: Ministère du travail, de l’emploi et de la Solidarité sociale
Total investment: $55.0 million (of which $30.0 million comes from the WSDRF)
ACTION 39: Support Seasonal Workers

Quebec is conducting a pilot project to provide training for seasonal workers, including those at risk of being affected by the “black hole,” while providing income support or maintaining them in employment through workplace training. For workers affected by the black hole phenomenon, income support offered while on training is equivalent to the EI benefits they received before they were terminated, and not less than $300 a week. This experiment, which takes place during the year 2018-2019, will be evaluated. The initiative could continue thereafter.

Proposal of a municipal representative during the ministerial regional tour in the Mauricie and Centre-du-Québec region on November 13, 2017

“Seasonal workers with Employment Insurance often work long enough to accumulate enough hours to receive their benefits and then leave work. During the off-season, they should be encouraged to stay in the labour market in other industries.”

Proposal of a municipal representative during the ministerial regional tour in the Chaudière-Appalaches region on November 3, 2017

“Offer support to seasonal businesses to develop consultation spaces to stabilize jobs. Initiatives could be explored to match businesses with complementary seasonal fluctuations that could exchange staff based on their peak periods.”

Holder: Ministère du travail, de l’emploi et de la Solidarité sociale
Investment in 2018-2019: $6.4 million

ACTION 40: Support Workers in the Cultural Sector

Update Tripartite Commitment for Continuing Education

The tripartite commitment is based on a coordination model for continuous training in culture, coordinated by the Compétence Culture Sectoral Workforce Committees. In a rapidly changing and skill-demanding world, continuing education is a major issue for artists and cultural workers.

As a result, the enhancement of MCC, MTESS and MTCP measures and programs will enhance the skills development of professional artists and cultural workers, while improving their career prospects and socio-economic conditions. The action of Compétence Culture and that of the coordinators in continuing education will, in turn, make continuing education activities more accessible and better adapted to atypical workers, particularly the self-employed cultural workers who are often isolated and geographically dispersed, and to the staff of cultural organizations, which are generally small.

35. Corresponds to the period between the time Employment Insurance benefits end and the return to work for seasonal workers.
Career Transition of Performing Artists

Workers in all sectors share the consequences of a professional retraining obligation. However, these consequences take on a particular dimension for performing artists who practice vocational trades. For many, abandoning their artistic practice can be very difficult, hence the need to adapt the services offered to them.

Emploi-Québec will reflect to ensure that the public employment services offered for career transition take into account the reality of performing artists.

**Holder:** Ministère du travail, de l’emploi et de la Solidarité sociale, Ministère de la Culture et des Communications and Commission des partenaires du marché du travail

- **Annual investment to term (MTESS):** $5.1 million
- **Total investment (MTESS):** $24.9 million (of which $16.5 million already funded)
- **Annual investment to term (MCC):** $1.2 million
- **Total investment (MCC):** $6.1 million (of which $2.6 million already funded)

**ACTION 41:** Developing the Digital Technology Skills of Workers and Unemployed People

In a context of technological change, both workers and job seekers may need to update their digital technology skills.

To further support unemployed individuals to take training courses in order to increase their digital technology skills, whether or not they lead to a diploma or certification, the regional departments of Services Québec, training institutions, specialized employability development organizations and practice firms will collaborate to identify training and learning needs, expand training offers, integrate digital technology skills into job search assistance and properly prepare the workforce to acquire digital technology skills.

To further support workers who need to develop or update their digital technology skills, Emploi-Québec will increase its purchases of part-time training based on the needs defined in the regions of Quebec.

“It’s important to take charge of digital literacy to avoid divides in technological advances.”

Proposal of a representative in the field of training during the ministerial regional tour in the Estrie region on November 13, 2017

**Holder:** Ministère du travail, de l’emploi et de la Solidarité sociale

- **Annual investment to term:** $4.1 million
- **Total investment:** $9.2 million (of which $5.1 million already funded)
ACTION 42:
Support Continuing Education in the Forest Products Industry

The Stratégie de développement de l’industrie québécoise des produits forestiers presents the orientations and objectives of the Quebec government to promote the development of the forest products industry over the next five years. One of its objectives is to train skilled workers and give them access to this sector of activity. The proposed measures include support for training on the use of wood in construction as well as providing technical support to businesses in the forest products industry with the help of highly qualified human resources.

Develop the Continuing Education Offer for the Wood Processing Sector

The wood processing sector is being modernized and is evolving in a highly competitive business environment. The use of advanced technologies requires the training and development of a skilled workforce.

The MTESS will support the development and dissemination of specific training for the acquisition of technical skills by workers in companies in the wood processing sector.

Support Training, Skills Development and Human Resource Management Projects in the Forest Products Industry

At the Wood Innovation Forum, in September 2016, the MTESS made available $6 million annually for a three-year period (2016 to 2019) to support future workers, the current workforce and businesses in carrying out any project with implications for training, skills development and human resources management.

The MTESS will extend this measure until March 2023 and make available an amount of $6 million annually for the period covered by the future Stratégie de développement de l’industrie québécoise des produits forestiers.

Holder: Ministère du travail, de l’emploi et de la Solidarité sociale
Collaborator: Ministère de la Forêt, de la Faune et des Parcs
Annual investment to term: $7.0 million
Total investment: $35.0 million (of which $30.0 million already funded)
ACTION 43:
Promote Skills Development for the Public Health and Social Services Workforce

In order to ensure that the health and social services network has a qualified, available and competent workforce, the MSSS will make available a quality shared training offer (FCQ) free-of-charge to all staff in this sector.

This commitment provides for the establishment of specialized teams in the four university hospital centres (CHU) designated as trustees as well as a provincial digital learning environment.

**Holder:** Ministère de la Santé et des Services sociaux  
**Collaborators:** Centre hospitalier de l’Université de Montréal, McGill University Health Centre, Centre hospitalier universitaire de Sherbrooke, CHU de Québec – Université Laval and Institut national de santé publique du Québec

ACTION 44:
Develop the Online Continuing Education Offer for the Biofood Sector

Several studies raise the strategic importance of training issues for the biofood sector. The workforce, in particular, raises a major challenge: skills and qualification, which are key drivers of innovation. With technological advances, the digital revolution and increasing quality requirements, the skills required and the needs of qualified staff of businesses are increasing.

In order to better respond to industry issues, the MAPAQ will enhance the offer of online continuing education services offered in the biofood sector to better meet the needs of entrepreneurs and the workforce in this field.

**Holder:** Ministère de l’Agriculture, des Pêcheries et de l’Alimentation  
**Total investment:** $1.5 million

ACTION 45:
Promote Skills Training for Workers Employed in SMEs

Quebec SMEs must be able to count on a skilled workforce to remain competitive. That is why the government introduced a refundable tax credit so they can encourage their workers to take training and develop their professional skills.

This 30% tax credit will apply to the wages that SMEs pay to their employees for the hours during which they are released from their regular duties for skills training. About 6,000 SMEs will benefit from this credit.

This tax credit will help to ensure staff have a better work-study balance, strengthen the sense of belonging to the organization, promote greater complementarity between educational institutions and the needs of businesses, support innovation and increase the competitiveness of SMEs in the most promising sectors.

**Holder:** Ministère des Finances  
**Total investment over five years:** $75.4 million
GUIDELINE 4: Adapt Workplaces

AXE 4.1: Adapt Workplaces to New Ways of Organizing Work

Upgrade the Act Respecting Labour Standards

In March 2018, the government submitted to the National Assembly a bill amending the Act Respecting Labour Standards and other legislative provisions mainly to facilitate the family-work balance. The Premier announced the update of this legislation in his closing remarks at the National Workforce Meeting.

The new provisions presented in the bill are intended to improve the working conditions of all Quebec employees and to protect the most vulnerable. They also aim to improve the quality of life of families and to increase leave for family, parental or personal obligations. The proposed changes concern, in particular, access to a third week of vacation after three years of service (instead of five), the right to refuse to work more than two hours beyond normal hours of work, the prohibition of any new disparity of treatment in the same company, the supervision of placement agencies and those recruiting temporary foreign workers, and the introduction of the concept of natural caregivers.

AXE 4.2: Promote the Quality of Life at Work

ACTION 46: Develop a Good Practice Guide for Workplace Quality of Life (WQL)

The action consists of developing a WQL guide to good corporate practices based on an inventory of collective agreements, literature and current events. This tool can also be used as an upgrade for businesses already committed to workplace quality of life and to encourage the emergence of new ideas.

Holder: Ministère du travail, de l’emploi et de la Solidarité sociale
Total investment: $60,000

ACTION 47: Promote Physical Activity in the Workplace

A business that wants to increase its efficiency and boost productivity must have a skilled and motivated workforce. It must therefore offer a good quality of life at work.

A new assistance program will be created to encourage businesses to put in place organizational measures or practices that promote physical activity in the workplace. Quebec SMEs will be able to introduce initiatives that will help improve the health and well-being of their human resources and ensure their professional development.

Holder: Ministère de l’Éducation et de l’enseignement supérieur
Total investment: $63.0 million
Québec Parental Insurance Plan

Each year, the Québec Parental Insurance Plan (QPIP) pays almost $2 billion to parents who take advantage of this program. The Plan is funded by contributions from workers and employers. This is an important element of the work-family balance in Quebec.

The government introduced a bill aimed primarily at making the Québec Parental Insurance Plan more flexible in order to further promote family-work balance. The proposed amendments are designed to adapt to the diversity of the needs of Quebec parents and improve the quality of life of families. The main measures proposed are:

- Extend from 52 to 104 weeks the period during which parental, paternity or adoption benefits may be paid;
- Exclude from the reference period and from the calculation of benefits certain weeks in which parents have a low income that does not correspond to their usual working income;
- Offer the possibility of setting up a leave bank with unpaid benefits (five or ten days);
- Create exclusive benefits for each adopting parent and increase the number of weeks of adoption benefits;
- Extend the period during which maternity benefits may be paid;
- Provide maternity benefits for a greater number of weeks in cases of multiple pregnancies;
- Postpone the cessation of benefits following the death of a child.

Taking into Account Family-Work-Study Balance Needs in Adapting Workplaces and the School Environment

Family-work-school balance is a determining factor allowing people to find the right balance between professional or school requirements and responsibilities and family life. Over the years, progress has been made in this regard, but in view of the current labour market changes, it is important to take into account the family needs of these parents both in the workplace and in their living environment and, for some, in their school environment.

In October 2017, a ministerial committee, chaired by the Minister of Families, was created to:

- promote the implementation of government measures facilitating family-work-study balance in all spheres of activity;
- identify and propose, in collaboration with partners, including work and education environments, actions to be undertaken to increase the flexibility of work organization and educational institutions to support family-work-study balance.
Most of the Strategy’s measures will be implemented in the regions to take into account the different realities of the local labour market.

It is essential that the regions themselves identify occupations with a workforce imbalance and that the stakeholders in their territory, such as businesses, training institutions, employability development organizations and workers, contribute to the achievement of the Strategy.

The 2014 report on employment and skills development in Canada released by the Organization for Economic Co-operation and Development (OECD) emphasizes the need for public employment, training and economic development services to be able to locally adapt the economic and labour market policies determined at the national level.26 The OECD believes that flexible training and job preparation services are needed to anticipate skill shortages that may hinder business growth. It recalls many times the partnerships between employers and educational institutions as good practice in this area.

The findings of this OECD study confirm the crucial role of regional and local stakeholders. In this regard, the National Workforce Strategy measures will allow for the involvement and active participation of regional stakeholders in the workforce, training and economic development sectors to meet the challenges of the labour market. The peculiarities of the regional environments and the intimate knowledge of local realities imply that the means and resources that the Strategy provides are made available in each region of Quebec.

The following are examples of the Strategy’s measures that require implementation by the regions:

- Work to improve Labour Market Information will be conducted with regional partners to obtain a more accurate picture of the issues specific to each region.
- Innovative experimental projects will be launched to integrate unemployed workers into employment.
- The selection of immigrants will take into account the labour needs of the regions.
- Agreements will be reached with regional partners to ensure the integration of immigrants into employment.
- Measures specific to Aboriginal people or seasonal workers will be deployed according to the needs of the regions.
- The deployment of vocational and technical training as well as continuing education for workers will be done with the initiative or collaboration of training centres and educational institutions in all regions.

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With the National Workforce Strategy, regional partners, whether government stakeholders, businesses, unions, community organizations or educational institutions, will have levers to identify problems in their region and the actions to be undertaken in order to respond adequately to the various transformations of the economy and the labour market of their territory. Regional councils of labour market partners (CRPM'T), composed of representative members of employers, the workforce, community, education, local development and regional units of government departments and agencies, constitute the preferred forum for consensus-building in this regard. More specifically, they have a particular mandate:

- Define regional labour market issues, including the identification of unbalanced occupations and the establishment of regional priorities in this regard;
- Promote regional dialogue between the partners of the various environments to determine possible solutions;
- Adapt workforce and employment measures, programs and funds to regional realities.

The educational institutions in each region will strengthen their exchanges with businesses to adapt their training to the needs of the labour market.

Coordinating implementation in the regions is the responsibility of the regional departments of Services Québec, in collaboration with the CRPM'Ts. CRPM'Ts produce an annual regional action plan presenting the guidelines, the axes of intervention and the workforce and employment strategies with the CRPM'T of their territory. This plan also indicates how efforts will be invested in public employment services. The regional departments of Services Québec will have to produce a mid-term review of the regional application of the Strategy.
5 Governance Structure

The governance structure for the implementation of the National Workforce Strategy is similar to that used in its development and the preparation of the National Workforce Meeting. However, since the deployment of the National Workforce Strategy must support the availability and development of human resources in all regions, an important role is planned for the regional governance structures corresponding to its directions. In its recommendations for maximizing the effects of such a strategy, the OECD reiterates the importance of an adequate governance framework. This framework should provide for regional coordination, adaptation to local conditions and the participation of all stakeholders concerned in the employment and development of the region concerned. This is why the governance structure for the implementation of the National Workforce Strategy recognizes the great importance of regional coordination.

5.1 National Governance

Minister of Employment and Social Solidarity

The Minister of Employment and Social Solidarity is responsible for implementing the Strategy in collaboration with the departments responsible for the measures presented.

Comité interministériel de mise en œuvre de la Stratégie nationale sur la main-d’œuvre

Several departments were involved in the preparation of the Meeting and the Strategy. With a view to continuity, and to ensure the implementation of the measures and actions planned, the MTESS will coordinate a follow-up committee for assistant deputy ministers.

Comité de suivi de la mise en œuvre de la Stratégie nationale sur la main-d’œuvre

In the spirit of the Comité de pilotage et de suivi that participated in the establishment of the National Workforce Meeting and the development of this Strategy, a follow-up committee will be created, bringing together major employer and union associations. This committee will meet annually with the Minister of Employment and Social Solidarity to review the implementation of the Strategy’s actions and their effects on the labour market.

Commission des partenaires du marché du travail (CPMT)

Labour market partners have been involved in the development of the National Workforce Strategy to identify the challenges and guidelines to prioritize for human resources and employment. The CPMT will contribute to the implementation of the Strategy according to its levers and its concerted action plan for training-skills-employment adequacy. In particular, it will continuously promote the development of consensus on the current and future needs of the labour market and the solutions to be implemented to reduce the imbalances identified, namely in collaboration with the CRPMTs.

5.2 Accountability

Each year, the Minister of Employment and Social Solidarity will produce a follow-up report on the actions included in the Strategy, which they will send to the government and make public.

The regional departments of Services Québec will have to produce a mid-term review of the regional implementation of the Strategy.

When data become available, a gender-based analysis will be conducted.
6 Effects and Evaluation Measures

6.1 Measure Effects

The Minister of Employment and Social Solidarity will report to the government on the results obtained as a result of the actions undertaken in consultation with the other departments and agencies concerned.

Monitoring the Strategy’s Targets

The objective of the National Workforce Strategy is to support Quebec’s prosperity. It therefore aims:

- for more people to be employed;
- to create an environment conducive to obtaining the required skills and taking advantage of new labour market conditions.

The Strategy has the following eight targets:

1. Ensure that the proportion of the population aged 15 to 64 in employment in 2023 is among the top five of the member countries of the Organization for Economic Co-operation and Development (OECD).
2. By 2023, reduce by half the gap with the whole of Canada in the proportion of population aged 60 to 69 who are employed.
3. By 2023, reduce the gap with all of Canada in the proportion of the population aged 15 to 64 who have been in Quebec for five years or less and who are employed.
4. By 2023, with the support of Emploi-Québec, ensure the return to work of more than 150,000 people.
5. Reduce to six months the timeline for issuing a Quebec selection certificate for regular files processed in the Statement of Interest system.
6. Increase Emploi-Québec’s support to employers to reach more than 15,000 businesses supported per year.
7. In the fall of 2018, establish an agile process for the development of vocational and technical programs that will take place over a period of up to 18 months.
8. Increase the number of graduates in science, technology and engineering by 2% annually.

The support provided by the National Workforce Strategy to individuals and businesses so that they can adapt to the current changes in the labour market will not only achieve these targets, but will also make Quebec a leader in employment and consolidate a modern, forward-looking economy.
1. Ensure that the proportion of the population aged 15 to 64 in employment in 2023 is among the top five of the member countries of the Organization for Economic Co-operation and Development (OECD).

**Indicator:** Employment rate of the population aged 15 to 64 in the OECD member countries

According to data available for the third quarter of 2017, the employment rate of this age group in Quebec (74.8%) was ranked 8th, behind Iceland (85.0%), Switzerland (79.8%), New Zealand (77.2%), Sweden (76.9%), the Netherlands (76.0%), Japan (75.4%) and Germany (75.4%).

![Graph showing employment rates of the population aged 15 to 64, 3rd quarter 2017](image)


2. By 2023, reduce by half the gap with the whole of Canada in the proportion of population aged 60 to 69 who are employed.

**Indicator:** Employment rate of the population aged 60 to 69 who are employed in Quebec and Canada.

In 2017, the employment rate for this age group was 39.7% in Canada and 33.9% in Quebec.

3. By 2023, reduce the gap with all of Canada in the proportion of the population aged 15 to 64 who have been in Quebec for five years or less who are employed.

**Indicator:** Employment rate of the population aged 15 to 64 who have been in Quebec for five years or less.

In 2017, the gap was 3.5 percentage points (this proportion is 60.6% in Quebec and 64.1% in Canada).
4. By 2023, with the support of Emploi-Québec, ensure the return to work of more than 150,000 people.

Indicator: Number of people in employment after receiving an Emploi-Québec intervention.

5. Reduce to six months the timeline for issuing a Quebec selection certificate for regular files processed in the Statement of Interest system.

Indicator: Timeline for issuing a Quebec selection certificate for regular files processed in the Statement of Interest system.

6. Increase Emploi-Québec’s support to employers to reach more than 15,000 businesses supported per year.

Indicator: Number of businesses newly supported by Emploi-Québec interventions.

7. In the fall of 2018, establish an agile process for the development of vocational and technical programs that will take place over a period of up to 18 months.

Indicator: Duration of the design and production phase of the study programs once the training need has been agreed between the partners.

8. Increase the number of graduates in science, technology and engineering by 2% annually.

Indicator: Number of diplomas awarded in college and university programs in the fields of science, technology and engineering.

Gender-Based Analysis

A number of initiatives under the Strategy will help increase women’s participation in the labour market and in male-dominated training areas. A gender-based analysis will be conducted for five indicators to monitor the Strategy’s targets. The following indicators are involved:

1. Employment rate of the population aged 15 to 64 in Quebec and OECD member countries
2. Employment rate of the population aged 60 to 69 in Quebec and Canada.
3. Employment rate of the population aged 15 to 64 who have been in Canada for five years or less.
4. Number of people in employment after receiving an Emploi-Québec intervention.
5. Number of diplomas awarded in college and university programs in the fields of science, technology and engineering.
Appendix 1 – Follow-Up of Actions Implemented Following the National Workforce Meeting

Following the National Workforce Meeting, the government committed to rapidly undertaking 53 actions to meet the needs of the various participants and thereby improving the performance of the labour market.

These actions have been grouped under the four main themes of the Meeting:

1. Challenges of economic development and workforce availability:
   - 14 actions, including knowledge of the jobs of the future, the promotion of trades and professions in demand and the various strategies or action plans that are known or to come;

2. Changes in workplaces and challenges in the quality of work life:
   - 4 actions, including the adaptation of the Act Respecting Labour Standards, the draft of which was tabled at the National Assembly on March 22, 2018;

3. Attracting, integrating and retaining the workforce in a changing society:
   - 14 actions aimed at fostering the integration of various under-represented clients in the labour market, including immigrants, and supporting businesses in the management of their workforce;

4. Skills development and continuing education:
   - 21 actions to increase the flexibility and offer of initial and continued training, as well as to support workers and businesses in skills development.

The March 2017 Economic Plan provided nearly $290 million to respond quickly to the needs of the labour market. 

This sum has made it possible to implement 16 actions presented during the Meeting.

<table>
<thead>
<tr>
<th>Table 4</th>
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<tbody>
<tr>
<td>MEET THE NEEDS OF THE WORKFORCE</td>
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<tr>
<td>Promote trades in demand</td>
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<tr>
<td>Support businesses in the management of their workforce</td>
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<tr>
<td>Support the integration of immigrants in the labour market</td>
</tr>
<tr>
<td>Support the continuing education and skills development of workers</td>
</tr>
<tr>
<td>TOTAL</td>
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</tbody>
</table>


38. Includes $93.5 million for the participation of immigrants in full-time French classes.
Appendix 2 – Strategies and Action Plans of Departments and Agencies that Provide for Workforce Development Initiatives

Ministère de l’Agriculture, des pêcheries et de l’Alimentation

The Ministère de l’Agriculture, des Pêcheries et de l’Alimentation (MAPAQ) is active in the field of initial and continuous training through the Institut de technologie agroalimentaire (ITA), a public college training centre. The ITA is a leader in the field of college education in agrifood in Quebec. The ITA alone trains more than 60% of students in technical training in this sector on its La Pocatière and Saint-Hyacinthe campuses.

The MAPAQ also plays an active role in continuing education through the funding it provides to the Plan de soutien en formation agricole (PSFA). Funded jointly with the Ministère de l’Éducation et de l’enseignement supérieur (MEES) and the Commission des partenaires du marché du travail (CPMT), the PSFA aims to meet the continuing education needs of agricultural producers and their workforce.

Politique bioalimentaire 2018-2025, Alimenter notre monde

On April 6, 2018, the government unveiled its Politique bioalimentaire 2018-2025, Alimenter notre monde. This new policy has two objectives: to better meet the expectations of consumers and to better support entrepreneurs and organizations in the sector. The availability and skills issues of human resources and entrepreneurial succession are at the heart of the priorities of the Politique bioalimentaire 2018-2025. The policy proposes several avenues of work to attract and retain the workforce and the next generation as well as to improve skills and the training offer.

Ministère de l’Économie, de la Science et de l’innovation

The Ministère de l’Économie, de la Science et de l’Innovation (MESI) implements, with the collaboration of other departments and agencies, strategies and action plans that contain specific measures for the workforce of specific economic activity sectors, as well as generic measures for all Quebec businesses.

2017-2022 Québec Research and Innovation Strategy

Unveiled in the spring of 2017, this Strategy aims to develop talents, skills and succession. It aims to optimize their integration into society by supporting various initiatives, such as support for innovation internships in businesses or college and university graduates for their first job in research. The Strategy also aims to build the ability of people and institutions to support their decisions with scientific knowledge and to foster a passion for science and innovation.
Plan d’action en économie numérique
Launched in the spring of 2016, this plan puts forward measures to develop the digital skills of the workforce and ensure that these skills match the needs of businesses. These measures concern the analysis of ICT and digital skills development needs, the promotion of ICT training and careers, programming and simplified coding training initiatives for young people, support for workplace training and continuing education, strengthening the adaptability of the workforce as well as workplace internships and partnership projects between businesses, organizations and the next generation.

Stratégie numérique du Québec
This government strategy, launched in December 2017, aims for collective prosperity that puts digital technology at the service of individuals and the common good. Endowed with seven ambitious guidelines and targets, it ensures the coherence of government actions in order to accelerate the deployment, in all environments, of a true digital culture. The second focus of this strategy is the development and maintenance of digital skills for the success of every citizen, throughout their personal life and career path. This guideline is aimed at ensuring that all citizens develop more digital skills so that Quebec is among the digital leaders of the OECD in the next five years.

Plan d’action gouvernemental en économie sociale 2015-2020
Announced in the spring of 2015, this Plan puts forward measures to promote social economy training in municipalities and in their economic development bodies and the training of people working in social economy businesses that provide domestic help. It also encourages socioprofessional integration in social economy businesses.

2016-2026 Québec Aerospace Strategy
Implemented in May 2016, this Strategy namely supports programs aimed at welcoming interns to the workplace and developing the skills of workers. It also includes initiatives to engage youth, as well as to promote aerospace trades and associated program studies.

Stratégie québécoise de l’exportation 2016-2020
Launched in the fall of 2016, this Strategy puts forward measures to develop SMEs’ marketing skills in foreign markets. It thus supports the hiring of a resource for developing external markets, stimulates and facilitates mentoring and the development of networks between businesses, and prepares and disseminates training in market development, logistics and marketing training.

Québec Aluminum Development Strategy
Initiated in June 2015, this strategy includes actions to ensure that businesses in this sector can count on a pool of skilled labour, including a campaign to promote the trades of this industry and by creating a round table on training-employment adequacy in the aluminum sector.
Innovative Manufacturer Initiative

This Investissement Québec initiative, supported by several partners, includes a tour of the regions of Quebec to meet manufacturers, raise their awareness of the importance of innovation, and provide them with funding and advisory resources. It also puts forward actions to address one of the priority issues for Quebec manufacturers, namely to overcome the skills gap and the shortage of workforce. It thus proposes actions to promote the manufacturing trades, promote learning in the workplace, rely on immigration to meet the workforce needs and develop marketing specialists.

Ministère du Conseil exécutif

Quebec Maritime Strategy

The Ministère du Conseil exécutif (MCE), with the collaboration of other departments and agencies, is carrying out the Quebec Maritime Strategy, which contains measures specific to the workforce of this sector. Started in June 2015, the objectives of this Strategy include diversifying and adapting the training offer and ensuring a better match between the need for a skilled workforce and the training offer, as well as support measures for skills development to better respond to the specificities of businesses in the maritime sector.

Secrétariat à la condition féminine


Launched in June 2017, the Government Strategy for Gender Equality Toward 2021 includes actions that promote gender diversity in employment, parity in places of decision-making and the improvement of the economic conditions of women in vulnerable situations.

Ministère des Forêts, de la Faune et des parcs

Stratégie de développement de l’industrie québécoise des produits forestiers 2018-2023

The government Strategy presents the orientations and objectives of the Quebec government to promote the development of the forest products industry for the next five years. One of its objectives is to train skilled workers and give them access to this sector of activity. The proposed measures include support for training on the use of wood in construction as well as providing technical support to businesses in the forest products industry with the help of highly qualified human resources.

Ministère du Tourisme

Make Quebec a tourist destination of choice, recognized for the quality of its workforce

In the spring of 2017, the Ministère du tourisme released workforce measures, developed in collaboration with the Quebec tourism industry and representing investments of approximately $3 million until 2020. These measures are based on the cooperation of all the stakeholders in the community and complement the Government’s employment initiatives in order to ensure that the tourism industry can count on a workforce that is skilled, motivated and mobilized.
Secrétariat du Conseil du trésor

The Secrétariat du Conseil du trésor ensures the allocation and the optimal and fair management of resources. It assists and advises the government, particularly in its role as employer of public service employees, and supports departments and agencies in the implementation of government guidelines.

Five-year Human Resources Management Strategy

The new five-year human resources management strategy for the Quebec Public Service will be presented shortly. It will propose a variety of actions in response to current and future labour challenges and will help the public service stand out as an employer of choice. Actions will particularly target the attractiveness of the best talents, the development of expertise and succession, the representativeness of Quebec’s diversity, the transformation of organizations and the performance of the public service.
Appendix 3 – Gender-Based Differentiated Analysis

Many women are well integrated into the labour market. Their employment rate has increased significantly so that the gap with the employment rate of men has significantly reduced, and many women have stable jobs that they can choose and evolve in, namely because they are better educated than before (today women are more educated than men). As a result, the difference in hourly wages between women and men is decreasing, although the occupational concentration of women in certain trades and occupations is one of the causes of the difference that remains.

Despite the progress, the female workforce still faces three main problems today:

- Women belonging to certain groups of the population are less present in employment than women as a whole or men in the same situation because of increased difficulties.
- The jobs held by women remain concentrated in positions with less favourable working conditions compared to male-dominated jobs.
- All women face additional challenges that are determinants of their success in the labour market.

1. Participation or Women in the Labour Market

From 1997 to 2017, the employment rate for women aged 15 to 64 increased significantly by 15.5 percentage points to 72.6%.

- The gap between female and male employment rates has narrowed considerably; it went from 12.3 percentage points in 1997 to 4.4 percentage points in 2017.

In the 60 to 64 and 65 to 69 age groups, the employment rate increased for both men and women. However, the gap between female and male employment rates remains significant for both groups.

- People aged 60 to 64:
  - The female employment rate is 38.1% in 2017, compared to 15.8% in 1997. For men, the statistics are 53.3% and 36.3% respectively.
  - The gap between female and male employment rates has narrowed; it went from 20.5 percentage points in 1997 to 15.2 percentage points in 2017.

- People aged 65 to 69:
  - The female employment rate is 14.5% in 2017, compared to 5.2% in 1997. For men, the statistics are 25.7% and 12.2% respectively.
  - The gap between female and male employment rates has increased; it went from 7 percentage points in 1997 to 11.2 percentage points in 2017.
Among recent immigrants to Canada, there is also a gap between female and male employment rates in the 15 to 64 age group.

- The female employment rate is 50.6% in 2017, compared to 44.8% in 2006. For men, the statistics are 60.6% and 53.5% respectively.
- The gap between female and male employment rates has increased; it went from 8.7 percentage points in 2006 to 10 percentage points in 2017.

It is important to provide immigrant women with employment assistance services quickly or to give them access to francization in order to support them in their integration into the labour market.

2. Presence of Women in Traditionally Male Occupations

In the case of some traditionally male occupations, the integration of trained and skilled women into the labour market is still difficult, particularly because of discrimination, stereotypes or prejudices. Despite the strategies and initiatives put in place in different sectors of activity, the under-representation of women remains very significant.

In making their career choice, a smaller proportion of women choose training courses related to construction and transportation trades or to the science, technology or engineering fields. The continuation or introduction of initiatives to promote their enrolment in these areas of training may help to increase the female presence in traditionally male trades.

3. Additional Challenges that Women Must Face

Women face barriers in job integration and retention associated with maternity. In addition, they are single parents in a larger proportion than men and are often the ones who have to care for their elderly parents. These factors mean that they face additional challenges that affect their success in the labour market.
## Appendix 4 – Financial Framework

<table>
<thead>
<tr>
<th>Number</th>
<th>Name of action</th>
<th>Departments and agencies responsible</th>
<th>Status of funding</th>
<th>Cost of action (SM)</th>
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<tbody>
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<td>1</td>
<td>Establish a Prospective Labour Market Watch</td>
<td>CPMT</td>
<td>TOTAL</td>
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<td></td>
<td></td>
<td></td>
<td>2018-2019 Budget</td>
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<td></td>
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<td></td>
<td>Self-financed</td>
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</tr>
<tr>
<td>2</td>
<td>Improve the Knowledge of Workforce Needs in Quebec and All Regions</td>
<td>MTESS</td>
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<td>Implement Innovative Pilot Projects that Address Regional Labour Market Issues</td>
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<td>Implement Innovative Pilot Projects that Address Regional Labour Market Issues</td>
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<td>Deploy Regional Coordinators to Develop Collective Projects</td>
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**GUIDELINE 1: KNOW AND DISSEMINATE CURRENT AND FUTURE WORKFORCE NEEDS**

**Axe 1.1 Produce Fair Information on the Labour Market**

**Axe 1.2 Effectively Disseminate Information on the Labour Market and the Training Offer**

**Axe 1.3 Implement Innovative Projects**
### GUIDELINE 2: HAVE ENOUGH WORKERS

#### Axe 2.1 Improve the Employment Integration of Immigrants

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<th>Cost of action (SM)</th>
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<td>Action 8 Establish a Statement of Interest System for the Selection of Immigrants</td>
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<td>Action 9 Implement a New Integrated Approach for the Prospection and Attraction of Skilled Workers</td>
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<td>Action 10 Facilitate Employers’ Access to International Recruitment</td>
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<td>Action 14 Reduce the Constraints in the Integration of Immigrants in the Construction Industry</td>
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<td>Develop the Skills of Employment Assistance Officers Regarding the Reality of Immigrants</td>
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<td>Axe 2.2 Promote the Employment Integration of the Greatest Number of Workers Possible</td>
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<td>Promote the Integration of People with Disabilities into the Labour Market</td>
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<td>- Promote the Integration of People with Criminal Records into the Labour Market</td>
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<td>- Establish a Mentoring Program and Networking Activities to Promote the Presence of Women in Male-Dominated Jobs</td>
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<td>- Support Women’s Entrepreneurship in the Biofood Sector</td>
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<td><strong>Axe 2.3 Support and Guide Employers in their Adaptation to Labour Market Transformations</strong></td>
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<td>Support More Businesses with Public Employment Services</td>
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<td>Provide Employers with Awareness Seminars on New Labour Market Conditions Characterized by Full Employment and How to Deal With Them</td>
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<td><strong>Axe 2.4 Support Training in Strategic Areas</strong></td>
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<td>Graduate More Students in Science, Technology and Nursing</td>
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<td>· Increase by 2% the number of graduates in natural sciences and engineering programs</td>
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<td>· Increase the Number of Nursing Graduates</td>
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<td>Attract Talent and Maintain High-Level Expertise in Health and Social Services Jobs</td>
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<td><strong>Axe 2.5 Facilitate the Geographic Mobility of the Workforce</strong></td>
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<td>Offset Recruitment and Installation Fees for Workers Moving to Another Region</td>
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<td>Improve the Agricultural Worker’s Travel Program to Adapt to New Business Needs</td>
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<td><strong>GUIDELINE 3: IMPROVE FLEXIBILITY AND AGILITY IN SKILLS DEVELOPMENT</strong></td>
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<td>Revise the Management of the Training Offer to Make it More Flexible and Adapt It to the Realities of Small Regions</td>
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<td>Develop Apprenticeship Projects or the Implementation of Skills in the Workplace and Promote the Development of Work-Study Opportunities</td>
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<td>Expand the Internship Incentive Program</td>
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<td><strong>Axe 3.2 Better Prepare for Integration, Maintenance and Advancement in the Labour Market</strong></td>
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<td>Improve the Recognition of Acquired Competencies</td>
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<td>Improve the Recognition of Acquired Competencies</td>
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<td>Action 34</td>
<td>Establish a Quebec One-Stop Access for the Recognition of Acquired Competencies for Foreign-Trained People</td>
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<td>Action 35</td>
<td>Add Basic Skills in Professional Standards</td>
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<td>Improve the Fluidity of the College Training Path</td>
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<td>Develop School Guidance Through Specific Courses</td>
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<td>Action 38</td>
<td>Improve the Short-Term Training Program By Focusing on Internships</td>
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<td>Support Seasonal Workers</td>
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<td>Support Workers in the Cultural Sector</td>
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<td>Support Continuing Education in the Forest Products Industry</td>
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<td>- Support Training, Skills Development and Human Resource Management Projects</td>
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<td>in the Forest Products Industry</td>
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<td>Promote Skills Development for the Public Health and Social Services Workforce</td>
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<td>Develop the Online Continuing Education Offer for the Biofood Sector</td>
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<td>Develop a Good Practice Guide for Workplace Quality of Life</td>
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<td>Promote Physical Activity in the Workplace</td>
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### NEW FUNDING

2018-2019 Québec Economic Plan

| 2018-2019 Québec Economic Plan | 49,900 | 117,600 | 161,900 | 177,000 | 182,000 | 185,400 | 873,800 |

### OTHER

| WSDRF | 12.000 | 11.000 | 11.000 | 1.000 | 1.000 | 36,000 |
| self-financing** | 84,867 | 91,042 | 97,462 | 106,267 | 48,192 | 427,828 |

**Subtotal| 96,867 | 102,042 | 108,462 | 107,267 | 49,192 | 463,828 |

**Total | 49,900 | 214,467 | 263,942 | 285,462 | 289,267 | 234,592 | 1,337,628 |

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* The amounts granted in 2017-2018 make it possible to fund new initiatives.

** Includes regular credits as well as amounts allocated to the 2015-2016, 2016-2017 and 2017-2018 Québec Economic Plan.

**List of abbreviations**

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<thead>
<tr>
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<tr>
<td>CCMC</td>
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</tr>
<tr>
<td>CPQ</td>
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</tr>
<tr>
<td>CPMT</td>
<td>Commission des partenaires du marché du travail</td>
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<td>FCCQ</td>
<td>Fédération des chambres de commerce du Québec</td>
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<tr>
<td>WSDRF</td>
<td>Workforce Skills Development and Recognition Framework</td>
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<tr>
<td>MAPAQ</td>
<td>Ministère de l'Agriculture, des Pêcheries et de l’Alimentation</td>
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**NEW FUNDING**

2018-2019 Québec Economic Plan

| 2018-2019 Québec Economic Plan | 49,900 | 117,600 | 161,900 | 177,000 | 182,000 | 185,400 | 873,800 |

### OTHER

| WSDRF | 12.000 | 11.000 | 11.000 | 1.000 | 1.000 | 36,000 |
| self-financing** | 84,867 | 91,042 | 97,462 | 106,267 | 48,192 | 427,828 |

**Subtotal| 96,867 | 102,042 | 108,462 | 107,267 | 49,192 | 463,828 |

**Total | 49,900 | 214,467 | 263,942 | 285,462 | 289,267 | 234,592 | 1,337,628 |

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* The amounts granted in 2017-2018 make it possible to fund new initiatives.

** Includes regular credits as well as amounts allocated to the 2015-2016, 2016-2017 and 2017-2018 Québec Economic Plan.

**List of abbreviations**

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