

Industry Training Authority (ITA)

2019/20 – 2021/22 SERVICE PLAN

February 2019



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Board Chair Accountability Statement



The 2019/20 – 2021/22 Industry Training Authority Service Plan was prepared under the Board’s direction in accordance with the *Budget Transparency and Accountability Act*. The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events and identified risks, as of January 2019 have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, ITA’s mandate and goals, and focus on aspects critical to the organization’s performance. The targets in this plan have been determined based on an assessment of ITA’s operating environment, forecast conditions, risk assessment and past performance.

A handwritten signature in black ink, appearing to be 'RE' followed by a long horizontal stroke.

Roberta Ellis
Board Chair

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Strategic Direction and Alignment with Government Priorities

Guided by the accountabilities outlined in the [Industry Training Authority Act](#), ITA leads and manages British Columbia’s skilled trades training and apprenticeship system and is responsible for providing students and apprentices with high quality skills to fully participate in B.C.’s growing economy. Working with employers, apprentices, industry, labour, training partners and government, ITA funds training, issues credentials, supports apprenticeships, sets program standards and works to increase opportunities in the trades.

Each year, ITA receives from the Minister of Advanced Education, Skills and Training a mandate letter reaffirming ITA’s accountabilities and identifying priorities for the coming year. This service plan was developed to align with the direction provided through [ITA’s 2019/20 Mandate Letter](#). In addition, this service plan reflects government’s key priorities and its commitment to reconciliation with Indigenous peoples, raising the standard of living for all British Columbians, delivering quality programs and services that are practical and realistic, and managing affordability pressures – both for citizens and for B.C.’s business community.

To fully support government’s commitment to reconciliation with Indigenous peoples and to acknowledge ITA’s pledge to create a skilled, inclusive, diverse and accessible trades training and apprenticeship system, ITA updated its vision and values.

Vision	To create an inclusive, world-class training and apprenticeship system that meets the needs of British Columbia’s economy.
Mission	To build the trades careers that build B.C.
Values	<p>Inclusiveness. We value, recognize and support the rights of all individuals to be accepted in their workplaces without biases based on differences of any kind.</p> <p>Respect. We value mutual respect in everything we do and how we do it. Nothing is more important than the respect we have for our people and the trust we put in their skills.</p> <p>Excellence. We value a superior experience for all of our customers, internal and external, sensing their needs and exceeding their expectations.</p> <p>Innovation. We value the spirit and practice of innovation. We believe that change fosters the constant improvement that is crucial for success.</p> <p>Collaboration. We value the opinion of others, openness and transparency. With everyone at the table, and everything on the table, we deliver the best results.</p>

This service plan aligns with government’s three key priorities:

Government Priorities	ITA Aligns with these Priorities By:
Making life more affordable	<ul style="list-style-type: none"> • Providing access to quality training and supporting apprentices through to certification, helps apprentices obtain good paying jobs and in turn, increases their standard of living.
Delivering the services people count on	<ul style="list-style-type: none"> • Increasing ITA’s regional support means apprentices have greater access to ITA assistance and services.
A strong, sustainable economy	<ul style="list-style-type: none"> • Helping address barriers to trades training for equity seeking groups means a greater number of individuals will see trades training as a career option, building B.C.’s workforce. • Supporting initiatives, such as the revised Apprenticeship Ratio Policy, Community Benefits Agreements and large private sector projects, helps to identify employment opportunities for apprentices in communities across the province.

ITA’s 2019/20 – 2021/22 service plan’s goals, objectives and key strategies reflect its three-year strategic plan. Together these two documents are designed to guide ITA in meeting its four goals, ensuring a successful trades training and apprenticeship system for B.C. – one that reflects B.C.’s diverse society and supports employment opportunities in all corners of the province for all British Columbians.

Operating Environment

ITA's values of inclusiveness, respect, excellence, innovation and collaboration, along with its vision and mission, support the organization in pursuit of its four goals:

1. Advance and sustain a diverse and inclusive trades training and apprenticeship system for B.C.,
2. Assist apprentices to connect with employment opportunities and deliver the supports they need to achieve certification.
3. Provide improved services to apprentices and employer sponsors, and
4. With key partners, strengthen B.C.'s trades training and apprenticeship system through robust performance management.

During the term of this service plan, ITA will help to advance and sustain a skilled trades system that is inclusive, diverse and accessible. ITA will lead the cultural change needed in B.C.'s trades training and apprenticeship system and work to address the barriers that Indigenous peoples, women, youth, immigrants and other equity seeking groups encounter when entering or working in the trades.

In support of government's commitment to reconciliation with Indigenous peoples, and with input and guidance from its Indigenous Advisory Council, ITA will develop and implement two plans. The first will support increasing ITA's internal cultural awareness, including ensuring policies and practices are aligned with the United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP) and the Calls to Action of the Truth and Reconciliation Commission (TRC). The second will be an Indigenous Skills Training Plan, which will map ITA's way forward in trades training for Indigenous peoples and their communities.

In addition, ITA will work on shifting the balance of the trades training workforce from its current landscape - one that is predominantly populated by men - to one that is more diverse and inclusive. ITA will focus on inspiring more women to enter the trades, including encouraging them to work in under-represented trades, which comprises all trades except for baker, cook and hairstylist.

ITA will also continue to breakdown the societal and cultural bias against trades careers compared with other occupations that require a university degree. To do this, ITA will build on its five-year success of increasing its youth participation rate in the trades training and apprenticeship system, which has risen since 2012/13 by 87 percent.

While ITA will lead the cultural shift in trades training, its partners - employers, apprentices, industry, labour, training partners and government – will be key to ITA's success and its ability to address harassment, bullying and discrimination or other barriers that impede the success and sustainability in the trades workforce of apprentices from equity seeking groups.

The *B.C. Labour Market Outlook* is produced annually by the Ministry of Advanced Education, Skills and Training and provides ITA with a 10-year forecast on the supply and demand for trades occupations in the province. By 2028, the Outlook forecasts 903,000 job openings throughout British Columbia. Of these job openings, apprenticeable trades jobs will comprise approximately eight percent (71,000). The forecasted supply and demand provides insight into required trades occupations, however, the economy also influences the number and

availability of apprentices, where fluctuations in the apprentice population often mirror the province's economy. So, while the Outlook anticipates that forecasted supply additions of apprentices and tradespeople is expected to meet forecasted demand over the next decade, there are projects underway such as LNG that will result in increased job openings, peaking around 2023, that will need to be filled.

The B.C. Government's implementation of effective apprenticeship ratios on public infrastructure projects, Community Benefits Agreements (CBA) and large private sector projects, will provide an occasion to increase apprenticeship opportunities in B.C.'s skilled trades. To support these initiatives, ITA will increase its regional support and work with employers, including in relation to CBAs, to promote and help to fill trades jobs with apprentices, including apprentices from equity seeking groups and those living in rural communities where projects may be located.

ITA's trades training success is closely linked to its ability to access the best possible industry intelligence and labour market information. ITA will continue to strengthen the effectiveness of the overall trades training and apprenticeship system by maintaining its efforts to support government's review of compulsory designations, further strengthening its industry engagement model in tandem with its established Sector Advisory Groups, and working closely with government to invest in initiatives to improve trades training service standards and system wide performance reporting.

ITA recognizes the rapid pace of technological change and the opportunities it can offer to improve B.C.'s trades training and apprenticeship system. ITA will work with training providers and other key stakeholders to assess how innovation and technology can improve the effectiveness of training programs and streamline processes.

ITA is dedicated to building the trades careers that build B.C. and is confident that through the goals and strategies included in this service plan, and with collaboration and support from government and ITA's partners, B.C.'s trades training and apprenticeship system will be inclusive, accessible, and meet the demands of the province's growing economy.

Performance Plan

Goal 1: Advance and sustain a diverse and inclusive trades training and apprenticeship system for B.C.

Objective 1.1: Lead the cultural change needed in B.C.’s trades training and apprenticeship system to remove barriers for equity seeking groups (Indigenous peoples, women and other under-represented groups).

Key Strategies:

- Build partnerships to support the attraction, retention and improve employment outcomes for Indigenous peoples, women, youth, immigrants and other equity seeking groups.
- Strengthen supports and programming within ITA dedicated to changing the trades training and apprenticeship system to ensure inclusiveness and diversity.
- Support government in achieving true and lasting reconciliation with Indigenous peoples by aligning ITA’s policies and programs with the United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP) and the Calls to Action of the Truth and Reconciliation Commission (TRC).
- Work with apprentices and employer sponsors to address the unique challenges that Indigenous peoples, women, youth, immigrants and other equity seeking groups experience in the trades training and apprenticeship workplace.

Linking Performance Measures to Objectives:

Performance Measure(s)	2017/18 Actuals	2018/19 Forecast	2019/20 Target	2020/21 Target	2021/22 Target
1.1a Increase of women entering into under-represented trades ¹ apprenticeships ²		Baseline to be established	3%	6%	10%
1.1b Increase of Indigenous peoples entering into apprenticeships ²		Baseline to be established	5%	7%	10%
1.1c Increase of women in under-represented trades ¹ sustained in apprenticeships ²		Baseline to be established	4%	7%	10%
1.1d Increase of Indigenous peoples sustained in apprenticeships ²		Baseline to be established	8%	10%	11%

¹ Under-represented trades include all trades except baker, cook and hairstylist.

² Data Source: ITA’s Direct Access Information System

Linking Performance Measures with Objectives:

- 1.1a/b Increasing the number of women entering into under-represented trades and the number of Indigenous peoples in apprenticeship is an indicator of ITA's success in: 1) attracting women into trades where their participation rate is low, 2) attracting a greater number of Indigenous peoples into the trades, and 3) addressing the barriers women and Indigenous peoples experience when entering the trades, including for women in under-represented trades.
- 1.1c/d Increasing the number of women in under-represented trades and Indigenous peoples sustained in apprenticeships is an indicator of ITA's success in: 1) changing the culture of the trades to be more inclusive and diverse, 2) addressing the barriers women and Indigenous peoples experience when working in the trades, and 3) changing the complexion of the trades so that it is more representative of the province's population.

Discussion:

All measures included in goal 1 are new measures introduced in fiscal year 2019/20, therefore, ITA will establish baselines at the end of fiscal year 2018/19. The percentage increase included in each performance measure is based on historical participation rates and anticipated growth. New government policy initiatives such as the revised Apprenticeship Ratio Policy and Community Benefits Agreements, will play a role in regard to the participation of equity seeking group apprentices, including women and Indigenous peoples.

While ITA may be able to attract women, Indigenous peoples and other equity seeking groups into the trades, sustaining this population is also a measure of success related to breaking-down barriers and stereotypes associated with a workforce predominately populated by men. Measures included in this goal are also indicative of industry's response to creating and embracing a more diverse and inclusive trades training and apprenticeship system.

Goal 2: Assist apprentices to connect with employment opportunities and deliver the supports they need to achieve certification.

Objective 2.1: Ensure apprentices have the supports they need throughout their apprenticeship journey to improve learner’s outcomes.

Key Strategies:

- Increase ITA’s regional supports to assist apprentices and develop customized supports to meet their individual needs through to their achievement of a Certificate of Qualification (CofQ).
- Support initiatives that require apprentices, such as Community Benefits Agreements and large private sector projects, including through the promotion of Indigenous peoples, women, youth, immigrants and other equity seeking groups.
- Work with employer sponsors to retain apprentices in their regions to support new workforce requirements.
- Support employers in meeting their commitments included in the revised Apprenticeship Ratio Policy.

Linking Performance Measures to Objectives:

Performance Measure(s)	2017/18 Actuals	2018/19 Forecast	2019/20 Target	2020/21 Target	2021/22 Target
2.1a Number of CofQs issued ¹	7,240	7,267	7,318	7,391	7,465
2.1b Number of CofQs issued to women ¹	649	655	662	675	695
2.1c Number of CofQs issued to Indigenous peoples ¹	259	270	281	295	316

¹ Data Source: ITA’s Direct Access Information System

Linking Performance Measures with Objectives:

2.1a Each credential issued signals that the trades training and apprenticeship system has the capacity to deliver members of the workforce who have the occupational skills needed to work in a particular trade and that these individuals were able to obtain employment to reach the required skill level.

In ITA’s 2017/18 – 2020/21 Service Plan, this measure had a target of 8,752. Based on recent trend analysis of CofQs issued to date and expected as of March 31, 2019 targets for this measure have been modified.

2.1b/c Similar to 2.1a, each credential issued to women and Indigenous peoples signals the trades training and apprenticeship system can offer the occupational skills needed to work in a particular trade and that employment was available to reach the required skill level. These measures also exhibit the change in the complexion of the trades, demonstrating the success of women and Indigenous peoples and signaling the trades workforce is becoming more inclusive and representative of the province's population.

Discussion:

To obtain a Certificate of Qualification, an apprentice's training typically comprises 80 percent supervised on-the-job-training and 20 percent school-based training. Connecting apprentices with employment opportunities helps them to obtain the credit needed to become a certified journeyperson.

While ITA will increase its regional supports to assist apprentices in achieving their Certificate of Qualification, government's policy initiatives such as the revised Apprenticeship Ratio Policy and Community Benefits Agreements, also play a role in regard to the participation of equity seeking group apprentices, including women and Indigenous peoples.

Goal 3: Provide improved services to apprentices and employer sponsors.

Objective 3.1: Enhance the way ITA supports learners and employer sponsors through improved responsiveness and accessibility.

Key Strategies:

- Engage training providers and the Ministry of Advanced Education, Skills and Training regarding system innovation and improvements so it is more responsive to the needs of apprentices.
- Connect with training providers and others to identify ways to improve the information and supports learners receive so they are better able to navigate the trades training and apprenticeship system and receive their Certificate of Qualification.
- Invest in technology that supports regional advisors and provides self-serve access for apprentices and training providers to schedule exams and access other services on-line where possible.
- Improve data and metrics and streamline processes to make it easier for apprentices and employer sponsors to work through the trades training and apprenticeship system.

Performance Measure(s)	2017/18 Actuals	2018/19 Forecast	2019/20 Target	2020/21 Target	2021/22 Target
3.1a Credential holder’s satisfaction with ITA credentials ¹	84%	85%	86%	86%	86%
3.1b Employer satisfaction with ITA credentials ¹	78%	79%	80%	80%	80%
3.1c Employer sponsor satisfaction with ITA support ¹			Baseline to be established	TBD	TBD

¹ Data Source: Since 2012/13 Sentis Market Research has been commissioned by ITA to conduct the survey for this performance measure. Data is collected by combined telephone and online surveys. Research best practices and quality assurance methods are employed throughout the process. Survey analysis includes a margin of error in which the targets must fall.

Linking Performance Measures to Objectives:

- 3.1a Credential holder’s satisfaction with an ITA credential is a measure of the value of the credential to the individual. It reflects the quality of training and supports the credential holder received in order to learn the skills required to achieve their career and employment goals.
- 3.1b Employer sponsor satisfaction with an ITA credential is a measure of the value the sponsor places on the credential. This value is an indicator of the extent to which ITA is serving industry and reflects the quality of the training, such that the skills acquired by a credential holder match employer’s expectation and needs.

- 3.1c Employer sponsor satisfaction with ITA support is an indicator of the employer's satisfaction in regard to the various supports ITA offers, including available regional supports. This is a new measure for ITA and a baseline will be established in 2019/20.

Discussion:

Measures 3.1a and 3.1b are similar to ones included in previous ITA service plans. High satisfaction levels have remained largely consistent over the past several years. Targets, including for the new measure 3.1c, reflect ITA's effort to align industry needs and ITA programs and supports within an index that is made up of multiple satisfaction indicators.

Goal 4: **With key partners, strengthen B.C.’s trades training and apprenticeship system through robust performance management.**

Objective 4.1: **Improve available data and evidence to fully understand and better measure the effectiveness of the trades training and apprenticeship system in B.C.**

Key Strategies:

- Create a framework to better measure, improve accountability and ensure value for money within B.C.’s trades training and apprenticeship system.
- Enhance ITA’s technology capability to record, analyze and report on data.

Discussion:

ITA wants to ensure B.C.’s trades training and apprenticeship system is directing efforts and supports in areas where British Columbians will receive the most value for money. Building a performance management framework will provide ITA with the evidence it needs to support effective decision-making for the whole system and will be a first step in consolidating the full scope of B.C.’s trades training and apprenticeship system under one measurement framework. While ITA is unable to identify what measures may be established at this point in time, next year the new measurement framework may identify new performance measures or change ones included in the 2019/20 – 2021/22 service plan.

Financial Plan

Summary Financial Outlook

	2018/19 Budget	2018/19 Forecast	2019/20 Budget	2020/21 Budget	2021/22 Budget
Total Revenue (\$000)					
Ministry - Core Operating Grant	97,679	97,679	98,877	98,877	98,877
Ministry - Project Based Funding - Prov(1)	10,190	10,200	10,200	10,200	10,200
Ministry - Other Funding and grants		601			
Other Revenue	918	1,826	1,418	1,418	1,418
Total	108,787	110,306	110,495	110,495	110,495
Total Expenses (\$000)					
Training Investment (2)	95,745	95,772	92,462	92,549	92,700
Program Standards and Assessments	3,960	3,953	4,023	4,023	4,023
Industry Engagement	850	663	802	802	802
Customer Experience	3,160	3,312	4,124	4,124	4,124
Communication	712	1,873	900	900	900
Business Support	7,860	8,233	8,184	8,097	7,946
Total Expenses	112,287	113,806	110,495	110,495	110,495
Net Income (3)	(3,500)	(3,500)	-	-	-
Total Liabilities (even if zero)		(5,041)	(4,923)	(4,805)	(4,687)
Accumulated Surpluses/Retained Earnings (even if zero)		(7,915)	(7,915)	(7,915)	(7,915)
Capital Expenditures		1,300	1,450	1,490	1,420

(1) Project-Based Funding is dependent upon the results of the procurement process or an application review process undertaken throughout the fiscal year. The current budgets include Work Development Plan Agreement (WDA)

(2) The investment includes a \$3,500 capital grant for Youth in Trades Capital Equipment Program (YTCEP) in fiscal 2018/19 only - and continuous investment

(3) Approval for ITA to run a deficit was obtained from Minister of Finance to support the YTCEP - this was a 3 year program with

Key Forecast Assumptions

The summary financial outlook reflects the following assumptions:

- ITA's core operating grant includes a lift of \$3.594 million from the Ministry of Advanced Education, Skills and Training over a three-year period, reflecting ITA's specific mandate to lead the cultural change needed in B.C.'s trades training and apprenticeship system to remove barriers for equity seeking groups, including women, Indigenous peoples, and other under-represented groups. The core operating grant, continues to be funded in two instalments (first and second quarter of the year), allowing for higher interest revenue generation potential.
- The core funding increase will help ITA in increasing its regional supports across B.C. to assist apprentices and equity seeking groups through their apprenticeship journey.
- There is no change in investment in training seats for adults or youth.

- ITA will increase its supports so that it may direct efforts on increasing equity, diversity and inclusion in the trades training and apprenticeship system. While supported by the other divisions of ITA, the equity, diversity and inclusion initiatives will focus on partnering with key stakeholders to drive the culture change needed in the system.
- The project-based funding – monies transferred from the Canada-B.C. Workforce Development Agreement (WDA), a program for industry and trades training to support pre-apprenticeship programs for equity seeking groups is assumed to be stable for the three-year period.
- Fiscal 2018/19 was the last year of a three-year initiative started in Fiscal 2016/17 to fund a Youth Trades Capital Equipment Program (YTCEP) and was the last year of an approved deficit.

Forecast Risks and Sensitivites

Increased pressures on ITA's training investment may result from:

- Additions in training hours or classes required as a result of Red Seal harmonization;
- Alignment with labour market demand information and increased effort to support government initiatives such as Community Benefits Agreements or the revised Apprenticeship Ratio Policy;
- Sector Advisory Groups' input on effective training models or the identification of a shift in industry needs;
- Potential increased demand for training seats and supports requested from equity seeking groups;
- Potential increased demand for innovation funding.

Added operational pressure on ITA may also result from increased exam costs due to implementation of Standard Level Exams (SLE), as well as an increase in general operating costs in line with consumer price index affecting mainly compensation and occupancy costs.

Management Perspective on Future Financial Outlook

ITA plans to deliver on the goals and strategies envisioned within this service plan through the core funding lift granted to it from the Ministry of Advanced Education, Skills and Training. The goals and strategies are aligned with delivering on ITA's mandate letter, and government's commitment to making life more affordable, delivering the services people can count on, and building a strong, sustainable economy.

ITA is not a capital-intensive organization and has no capital projects valued at more than \$50 million. Capital activity of maximum \$1.5 million is primarily focused on ITA's digital strategy and is funded from ITA's core operating funds.

Appendix A: Hyperlinks to Additional Information

Corporate Governance

ITA follows the Best Practices Guidelines and disclosure requirements of Crown Agencies and Board Resourcing Office. The following information may be found on ITA's website:

- [Board of Directors](#) members;
- Board Committee terms of reference ([Audit Committee](#), [Governance Committee](#), [Human Resource Committee](#));
- [Senior Leadership Team](#) members;
- [Board of Director's Terms of Reference](#);
- [Relationship with Minister](#).

Organizational Overview

Established under the [Industry Training Authority Act](#), the purposes of ITA are the following:

- a) To manage and support a trades training and apprenticeship system in British Columbia;
- b) To ensure that the trades training and apprenticeship system referred to in paragraph (a) meets the Province's need for skilled workers;
- c) To work with the Government to achieve the Government's objectives respecting the trades training and apprenticeship system referred to in paragraph (a);
- d) To promote trades training programs, including by encouraging employers and individuals to participate in those programs;
- e) Other purposes the minister may prescribe.

Based in Richmond, ITA leads and coordinates British Columbia's skilled trades system. ITA works with employers, apprentices, industry, labour, training providers and Government to issue credentials, support apprenticeships, set program standards and support increased opportunities in the trades.