



SERVICE PLAN
2004/05 - 2006/07

ita

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Honourable Shirley Bond
Minister of Advanced Education

Dear Minister Bond:

On behalf of the Board of Directors, the management and employees of the Industry Training Authority (ITA), I am pleased to submit the Industry Training Authority's 2004-2007 Service Plan. The ITA is mandated to create a new and innovative industry training system and to allocate public training funds to operate the system efficiently.

This plan has been prepared pursuant to the *Budget Transparency and Accountability Act* (July 2000 and the amendments in August 2001) and the related *Service Plan Guidelines for Government Organizations*, provided by the Crown Agencies Secretariat, Office of the Premier. This Plan also reflects the expectations set out in the *Shareholder's Letter of Expectations* between the Minister of Advanced Education and ITA.

As this is the first Service Plan for the new organization, the plan is expected to be revised to reflect on-going developments as the Authority works to meet the needs of industry and learners.

This plan presents the goals, objectives, priorities and strategies that will direct the Authority's activities over the next three years.

Since the creation of the new ITA in August 2003, we have:

- Hired our new Chief Executive Officer;
- Provided \$882,000 for extra programs to help post-secondary institutions eliminate their current wait-lists for trades training. As a result, 676 additional apprentices will be able to attend training at 11 institutions across the province in 44 different technical trades training programs, including carpentry, automotive mechanics, heavy duty mechanics, commercial transport, millwright, electrical, plumbing, gas fitting, machinist, welding, refrigeration mechanics and steel fabrication, as well as cooking and baking;

- Provided nearly \$2 million to fund 42 pilot projects that will explore innovative ways to help more high school students transition into trade and industry careers. The funding will help develop new assessment and training methods and stimulate industry led partnerships with trainers and learners; and
- Extended our reach throughout the province by entering into a contract with the Government Agents Branch to provide enrollment, information, and qualification assessment services for people participating in industry training.

During the first year of full operations, the Authority will likely face many challenges as it takes over operations of industry training in BC. As the needs of industry continue to change, the Authority's programs must reflect this change. Skilled labour shortages related to demographic trends, market pressures and the infrastructure buildup toward the 2010 Winter Olympic Games present another challenge to industry training in British Columbia.

To address these issues, the Authority has identified three key objectives in support of its mandate over the next three years:

- Effective Industry Training System
- Quality Industry Training
- Responsive, Efficient and Accountable Management

The Authority looks forward to developing these goals and implementing the new approach to industry training in British Columbia through the course of the three-year plan.

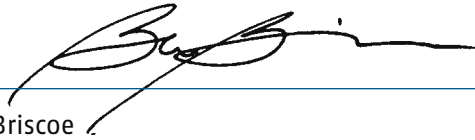
On behalf of the Board of Directors, the management and employees of the Industry Training Authority, I would like to thank you for giving the Authority the opportunity to improve trades industry training and contribute to the development of our province.

A handwritten signature in black ink, appearing to read 'Bev Briscoe', is written over a light blue background.

Bev Briscoe
Chair

ACCOUNTABILITY STATEMENT

The 2004/05 – 2006/07 Industry Training Authority Service Plan was prepared under our direction in accordance with the *Budget Transparency and Accountability Act*. We are accountable for the contents of the plan, including the selection of performance measures and targets. The plan is consistent with the Government's direction and the Strategic Plan. All significant assumptions, policy decisions, and identified risks, as of March 31, 2004, have been considered in preparing the plan. We are accountable for ensuring the Industry Training Authority achieves its specific objectives identified in the plan and for measuring and reporting actual performance.



Bev Briscoe
Chair



Brian Clewes
CEO

ORGANIZATIONAL OVERVIEW

CORPORATE MANDATE/GOVERNANCE

The mandate of the Industry Training Authority is established under the *Industry Training Authority Act*.

This mandate includes the following powers and responsibilities as set out in the Act:

- Designate training programs as recognized programs;
- Recommend accredited programs to the minister;
- Develop standards for recognized and accredited programs;
- Determine eligibility for participation in programs;
- Develop examination and assessment standards;
- Develop criteria to award credentials;
- Authorize trainers and training institutions to award credentials; and,
- Fund training and set standards for trainers funded by the authority.

The Industry Training Authority's governance relationships and accountabilities to its shareholder (the Government and the Legislative Assembly) are contained in the following legislation: the *Industry Training Authority Act*, the *Budget Transparency and Accountability Act*, the *Financial Information Act* and the *Financial Administration Act*. The ITA is held accountable to its shareholder through its Minister Responsible, the Minister of Advanced Education. A nine-member Board of independent Directors, appointed by the Lieutenant Governor in Council, guides the Authority in fulfilling its mandate. In addition, a *Shareholder's Letter of Expectations* sets out the shared understanding between the shareholder and the Authority on key governance issues, corporate mandate and core services, public policy issues, strategic priorities and performance expectations.

STRATEGIC FRAMEWORK

VISION OF THE ITA

British Columbians have affordable access to quality, responsive, integrated, and accountable industry training.

MISSION OF THE ITA

The Industry Training Authority provides effective governance for British Columbia's industry training system.

The ITA facilitates career opportunities for learners and the timely supply of skilled staff for employers and the labour market by:

- Setting standards and providing quality assurance for industry training credentials;
- Coordinating industry training requirements across industries, learners and training institutes;
- Funding industry training; and,
- Working with industry and other stakeholders to support the promotion of industry careers.

VALUES OF THE ITA

Quality

Our standards will be clear, measurable and outcomes based. We will use the most competitive training sources, while maintaining the highest standards of training.

Skill Development Opportunity

Training will be accessible to British Columbians and we will recognize skills obtained in other jurisdictions. British Columbia credentials will be portable throughout the province and other jurisdictions. The system will be flexible offering multiple paths and timeframes. We recognize the learners' obligation for personal development and life-long learning.

Accountability

We will respond to customer needs and be considerate of other stakeholder inputs. We will answer to the shareholder (government) and the public with integrity and openness. We will be performance based and meet our shareholder expectations, continuously assessing our training programs to ensure they meet the needs of our customers – employers and learners. We will also operate with fiscal responsibility using criteria based decision-making and achieve positive outcomes from the training dollars invested.

STRATEGIC PLANNING CONTEXT

As the new Authority is in its infancy, a complete environmental scan has not yet been completed. An environmental scan identifies and assesses internal and external environmental factors and risks that might impact the Authority's ability to achieve its mission, vision and goals.

This section leverages information from the Ministry of Advanced Education's Service Plan and reviews some of the major trends and issues that will influence the industry training sector over the next three fiscal years. A number of these trends and issues will continue through this decade and into the next.

MAJOR TRENDS AND ISSUES

The BC government identified widespread problems with the old industry training system. Credit for courses have been granted inconsistently and programs offering the same training credit differed in length and quality. Training methods were inflexible and learners had to start over when shifting their career goals – even if the knowledge and skills they had already acquired applied directly to their new focus.

As the average age of entry into an apprenticeship is 28, many apprentices are in their 30s or 40s before they complete their training, reducing the number of years in which they will remain in the workforce. As a result of these and other problems, employers' needs for skilled workers are not being met.

As well, demographic projections point to an aging Canadian population and slower labour-force growth. Meanwhile, demand is projected to increase rapidly for many highly skilled occupations. According to the Conference Board of Canada, demand outstrips domestic supply in building, automotive and aerospace trades, among others.

Between 2002 and 2006, BC's population is expected to grow faster than the national average as a whole. In BC, the number of 18 to 29-year-olds is expected to continue to increase until around the year 2014 before leveling off. In response, there has been an increase in the number and type of post-secondary training providers operating in B.C. and in the use of technology as a teaching tool.

As a result of the aging population, some occupations in the trades sectors appear to be at risk of experiencing skilled labour shortages in particular regions. Cyclical factors, such as the strong growth in construction activity during 2002, are creating tight labour market conditions in terms of the availability of certain skilled trades workers across a number of provinces, including BC. Skill demand, particularly in BC, is further pressured by the infrastructure build up associated with the 2010 Olympics and the current home building explosion.

The industry training system must reflect the needs of its customers to accommodate the growing demand for skilled workers and flexible, accessible training options for learners. It must also meet the rapidly changing demands of the economy and labour market.. Alternative training providers and tools such as on-line learning and self-paced learning must be utilized as much as possible to increase the availability of relevant training.

GOALS AND STRATEGIES

The ITA has three goals and associated strategies to assist in achieving them over the next three years. The goals state the overall intended results of the Service Plan. The strategies describe the key activities and initiatives that will be implemented in order to achieve the objectives. Year-end results will be reported in our Annual Report.

GOALS

Our vision, values and shareholder direction provide the framework for our goals, strategies and performance measures.

GOAL 1 – AN EFFECTIVE INDUSTRY TRAINING SYSTEM

An accessible, affordable, and relevant industry training system.

STRATEGIES

- 1** Implement a new approach for industry training, including evaluating, redesigning and updating:
 - Bylaws and policies;
 - Entry Levels Trades Training.
 - Apprenticeship training; and
 - Secondary School Apprenticeship program.
- 2** Develop a usable labour market model to evaluate sector/trade funding priorities.
- 3** Provide multiple means of access by increasing on-line learning, self paced learning, after hours and part-time learning offered by public and private sector training institutions.
- 4** Implement on-line registration and tracking of learners for industry training.
- 5** Respond to industry demands for training programs that are modular and transferable.
- 6** Where appropriate, increase competition among training providers (public & private) to promote greater efficiency.
- 7** Review the approach to cost sharing of tuition.
- 8** Use pilot projects to test new ideas for training and assessment, and turn successful pilots into on-going programs.
- 9** Shift to more competency-based assessments where appropriate.
- 10** Ensure solid industry engagement in the new approach to training.
- 11** Improve the integration and qualification of foreign-trained workers.

GOAL 2 – ENSURE QUALITY INDUSTRY TRAINING

Innovative, flexible and high quality training that provides learners with the skills and knowledge to secure jobs in the workforce and address critical shortages in the labour market.

STRATEGIES

- 1** Establish an industry framework for a coordinated approach to promotion of industry careers.
- 2** Support industry and other stakeholders to promote awareness of industry training and apprenticeships, especially among young people.
- 3** Improve the use of labour market information to support learner choice and industry training programs.
- 4** Conduct consultations with industry to identify skills shortages and gaps, and respond in a timely way to industry needs.
- 5** Maintain Red Seal standards and continue to participate in developing national trade standards while influencing innovation, flexibility, and high quality at a national level.
- 6** Ensure all training credentialed by the ITA meets requirements set by the province's new Safety Standards Act, as well as other safety requirements.
- 7** Make the industry training system more effective by increasing the use of the challenge process for learners to achieve certification at all apprenticeship levels.
- 8** Ensure national recognition and portability of BC credentials.

GOAL 3 – RESPONSIVE, EFFICIENT AND ACCOUNTABLE MANAGEMENT

Management processes that respond to customer needs and are efficient and fiscally responsible.

STRATEGIES

- 1** Use criteria-based decision making for initial program funding, and establish measures to assess the performance of training providers and decisions about on-going funding.
- 2** Map and document the existing system and administrative processes. To support the new model, develop more efficient means of delivery. Lower systems and administrative costs through capturing synergies with other participants in the training process, such as public post secondary institutes.
- 3** Contract with Government Agents Branch to provide enrollment, information, and qualification assessment services for people participating in industry training.
- 4** Develop and implement a comprehensive communication strategy to build sustainable, quality relationships with key stakeholders.
- 5** Develop comprehensive, visible policies to support the new approach to industry training.

PERFORMANCE MEASURES

This section identifies performance measures and three-year targets for each of the Authority's major objectives. The Authority will focus on those few measures of greatest strategic importance. In some cases, three-year targets have been established; however, in other cases targets could not be established in time for the publication of this Plan because the measures are new. Targets will be established in 2004/05 for all measures.

GOAL	MEASURES	TARGETS			
		BASELINE	04/05	05/06	06/07
1. An accessible, affordable, and relevant industry training system	• Number of trainees in the industry training system		Establish baseline and increase by 5%	Increase by 10% of 04/05	Increase by 10% of 05/06
	• Number of youth participating in Secondary School Apprenticeship Program and Career Technical Centers		Establish baseline and increase by 5%	Increase by 10% of 04/05	Increase by 10% of 05/05
	• Average apprentice entry age		Establish baseline	Reduce by one year	Reduce by one year
	• Number of credentials awarded		Establish baseline and increase by 5%	Increase by 10% of 04/05	Increase by 10% of 05/06

GOAL	MEASURES	TARGETS			
		BASELINE	04/05	05/06	06/07
2. Innovative, flexible and high quality training that provides students with the skills and knowledge to secure jobs in the workforce, and address critical shortages in the labour market	• Number of pilots turned into ongoing programs	N/A	3	3	3
	• Annual trainee credential completion rates	Baseline TBD	Develop Baseline	Maintain or increase	Maintain or increase
	• Number of employers offering apprentice placement	6,740	Increase by 6,950	Increase by 7,550	Increase by 8,150
	• Develop examinations and assessment standards, and procedures for recognition of training from other programs and jurisdictions toward industry training programs in BC	Develop standards and procedures	Start 2004/05	Complete 2005/06	N/A
	• Customer Satisfaction Index that measures quality of industry training	TBD	Develop measure	TBD	TBD

GOAL	MEASURES	TARGETS			
		BASELINE	04/05	05/06	06/07
	<ul style="list-style-type: none"> Student Employability (% of students gaining relevant employment 1 year from graduation of ELTT programs) 	TBD	Establish baseline	Increase by 10% over baseline	Increase by 10% over 05/06
3. Management processes that respond to customer needs, and are efficient and fiscally responsible	<ul style="list-style-type: none"> Cost of training per learner 	TBD	Establish baseline and reduce by 10%	Reduce by 10% over 04/05	Reduce by 10% over 05/06
	<ul style="list-style-type: none"> Turnaround times of applications, enquiries, proposals, and requests for assistance 	TBD	Establish baseline and future year goals		
	<ul style="list-style-type: none"> Growth in foreign immigrant workers being assessed 	TBD	Establish baseline	Increase by 10% over baseline	Increase by 10% over 05/06

ALIGNMENT WITH GOVERNMENT'S STRATEGIC PLAN

The Authority's values are consistent with the Government's expressed Core Values of Integrity, Fiscal Responsibility, Accountability, Respect and Choice set out in the Government's 2003/04 – 2005/06 Strategic Plan. The Shareholder's Letter of Expectations directs how the Authority is to support the government in achieving its goals and objectives. Specifically, the goals, objectives and strategies in this 2004–2007 Service Plan align with, and contribute to, the Government's Strategic Plan Goals of a strong and vibrant provincial economy and a supportive social fabric.

SUMMARY FINANCIAL OUTLOOK

(\$M)	2003/04 (forecast)	2004/05 (budget)	2005/06 (forecast)	2006/07 (forecast)
REVENUES				
Ministry AVED	N/A	77,281	76,981	76,981
Fees		160	160	160
		<u>77,441</u>	<u>77,141</u>	<u>77,141</u>
DIRECT EXPENSES				
Operating Expenses				
Transfers				