



GOVERNMENT'S LETTER OF EXPECTATIONS

BETWEEN

THE MINISTER OF JOBS TOURISM AND SKILLS TRAINING AND
THE MINISTER RESPONSIBLE FOR LABOUR
(AS REPRESENTATIVE OF THE GOVERNMENT OF BRITISH COLUMBIA)

AND

THE CHAIR OF THE INDUSTRY TRAINING AUTHORITY
(AS REPRESENTATIVE OF THE CORPORATION)

FOR 2014/ 15

PURPOSE

This Letter of Expectations (the Letter) provides Government's annual direction to the Crown corporation and is an agreement on the parties' respective accountabilities, roles, and responsibilities. The Letter confirms the Corporation's mandate and priority actions, articulates the key performance expectations as documented in the Government's Expectations Manual for British Columbia Crown Agencies¹, and forms the basis for the development of the Corporation's Service Plan and Annual Service Plan Report. The Letter does not create any legal or binding obligations on the parties. It is intended to create an opportunity for dialogue between the parties and to support an open, positive and co-operative working relationship, resulting in the achievement of government's policy and performance expectations in a transparent and accountable manner.

CORPORATION ACCOUNTABILITIES - MANDATE

Government has provided the following mandate direction to the Industry Training Authority (ITA) :

- Through innovation and collaboration, develop training that is relevant and responsive to industry, community and labour market needs;
- Expand access to training in all regions of the province for groups that are traditionally underrepresented or face barriers to labour force participation;

¹ The Province of British Columbia's Crown Agency Accountability System (<http://www.gov.bc.ca/caro/publications/index.html>) establishes guiding principles for the governance of Crown corporations. The *Government's Expectations For British Columbia Crown Agencies* provides for a Government's Letter of Expectations (Letter) to be developed.

- Attract more young people into trades training, particularly in Northern BC, promoting the benefits and rewards of a trades career path, and assist the transition from school to work;
- Demonstrate the link between effective skills training and improved productivity and global competitiveness;
- Create avenues for training delivery and certification processes that are efficient, effective, and flexible;
- Expand opportunities for industry input into BC's industry-led trades training system; and
- Ensure labour mobility under the Agreement on Internal Trade; the Trade, Investment and Labour Mobility Agreement, New West Partnership Agreement; and any other trade agreements to which the government may become a party, to ensure appropriate recognition of worker skills developed elsewhere, and to support multi-lateral and bi-lateral labour mobility initiatives.

SPECIFIC CORPORATION ACCOUNTABILITIES

To achieve this mandate*, the Corporation is directed to take the following specific actions:

1. Continue to work closely with Government, training providers and industry to lead or support the implementation of initiatives identified in the September 2013 Skills and Training Action Plan for British Columbia including:
 - a) expanding opportunities for youth to begin training for trades careers prior to graduation, and increase, by 50%, the number of K-12 graduates proceeding immediately from high school to trades programs by 2015/16;
 - b) increasing the number of apprentices who complete trades training programs, and the number of employers/sponsors who participate in apprenticeship training through improved web portal and services and new coaching supports for apprentices and employers;
 - c) implementing flexible apprenticeship training initiatives (e.g. front-end loaded delivery models) that reduce the amount of time apprentices must spend away from the workplace and/or enhance the productivity of new apprentices as they begin the workplace-based components of their training program, while maintaining the quality, depth of training and certification reputation. The ITA is to work with Industry Training Organizations, public and private training institutions and others to design, implement and evaluate such initiatives;
 - d) developing and implementing "Trades Recognition BC", an initiative to accelerate the development and implementation of competency-based assessment tools and processes for high demand trades between April 2013 and March 2015 to support the domestic and offshore recruitment and certification of semi-skilled trades workers. As part of this initiative, the ITA is also directed to work with Industry Training Organizations and public and private trainers to develop "gap training" initiatives to provide workers participating in Trades Recognition BC assessments with the specific skills they need to gain their trades credentials as quickly as possible.
2. Lead or support the implementation of priority actions, including those reflected in the Minister of Jobs, Tourism and Skills Training's June 2013 mandate letter. Specific actions include:

- a) developing a strategic plan for Liquefied Natural Gas trades training that aligns with regional and sectoral demands, particularly in the North, with a report to be submitted to the Minister by June 30, 2014;
 - b) implementing trades-related elements of a 10-year skills training plan to achieve a seamless path for students from high school through post-secondary education and into the workforce;
 - c) in alignment with ITA's Board-approved youth strategy, expanding existing programs and pilot new programs to increase the number of high school students obtaining trades skills while in high school;
 - d) with industry, training organizations and labour, implementing apprenticeship reforms to increase the number of employer sponsors and improve the completion rates of apprentices; and
 - e) delivering programs to increase the number of British Columbians (targeting youth, aboriginal, women and immigrants) accessing trades training throughout the province.
3. Implement/operationalize approved decisions resulting from the review of the role and function of the ITA.

*The Corporation's accountabilities could change pending the results of the review of the role and function of the ITA.

GENERAL CORPORATION ACCOUNTABILITIES

Over the past decades, British Columbians have come to expect high quality products and services delivered by their Crown corporations. The Province is well served by our Crown corporations and it is up to the Boards and Senior Management teams of these organizations to manage in the best interests of the Province and our citizens and conduct its affairs with the principles of integrity, efficiency, effectiveness, and customer service.

As a Crown corporation, it is critical that the operations of the entity be done as efficiently as possible, in order to ensure families are provided with services at the lowest cost possible.

Government sets broad policy direction to ensure the Corporation's operation and performance is consistent with the Government's Strategic Plan, found at:

http://www.bcbudget.gov.bc.ca/2013_June_Update/stplan/2013_June_Strategic_Plan.pdf

and as such, the Corporation will:

- Ensure that the Corporation's priorities reflect Government's priorities of:

Strong Economy

A government that supports our economy by controlling spending to balance the budget, keeping taxes and government debt affordable and protecting B.C.'s hard-earned triple-A credit rating.

Jobs

A government that is focused on job creation and investment in the province.

Families

A government that works continuously to improve social programs that support families of every description, and improve the lives of British Columbians.

- Comply with Crown Agency Accountability System guidelines, policy, due dates and best practices, as set out from time to time and as applicable to the Corporation, found at <http://www.gov.bc.ca/caro/publications/index.html> including the Information and Events Calendar for commercial and service delivery Crown corporations, Government's Expectations Manual for British Columbia Crown Agencies and the Best Practices Guideline & Disclosure Requirements for Governing Boards of British Columbia Sector Organizations.
- Comply with all legislation and policies applicable to the Corporation including but not limited to:
 - The executive compensation policies for Crown corporations. Found at: http://www.fin.gov.bc.ca/psec/disclosedocs/crown_corporation_executive_compensation_july_2012.pdf;
 - Ensure Government is advised in advance of the release of any information requests by the Corporation under the *Freedom of Information and Protection of Privacy Act*;
 - Government's requirements to be carbon neutral under the *Greenhouse Gas Reduction Targets Act*.
- Follow the spirit and intent of the financial policy requirements in the Ministry of Finance Core Policy and Procedures Manual found at: <http://www.fin.gov.bc.ca/ocg/fmb/manuals/CPM/CPMtoc.htm>
- Participate in government's Core and Crown reviews, which may include the review of Crown mandates, and implement the recommendations of these reviews.
- Ensure that any planned deficit spending or use of the retained earnings is approved in advance by Treasury Board.
- Inform Government immediately if the Corporation is unable to meet the performance and financial targets identified in its Service Plan.

GOVERNMENT RESPONSIBILITIES

Specific to the Corporation, Government will:

- consult with the Corporation in developing the government's annual expenditure and capital plans in order to consider the financial requirements of the Corporation;
- consult with and seek input from the Corporation on relevant programming when considering proposed trades-related expansion at public post-secondary institutions; and
- work with the Corporation, Industry Training Organizations, and the Trades Training Consortium of BC, to assess trades-related supply and demand on a regional basis and will produce, every two years, a regional trades labour market information report to support planning for training delivery.

AREAS OF SHARED ACCOUNTABILITY

Government and the Corporation are committed to transparency and accountability to the public and have planning, reporting and disclosure requirements in the *Budget Transparency and Accountability Act*, the *Financial Administration Act*, and/or the *Financial Information Act*.

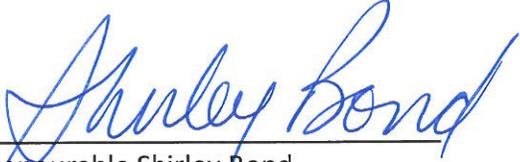
On a quarterly basis, the Minister Responsible Shirley Bond, the Deputy Minister Dave Byng, Board Chair Frank Pasacrete, and the Interim Chief Executive Officer Gary Herman, will meet to discuss relevant and current corporation business. The meeting will be to review the achievement of the goals, objectives, performance measures, financial targets and risk assessments identified in the Corporation's Service Plan.

The parties agree that each will advise the other in a timely manner of any issues that may materially affect the business of the Corporation and/or the interests of Government, including information on any risks to achieving financial forecasts and performance targets.

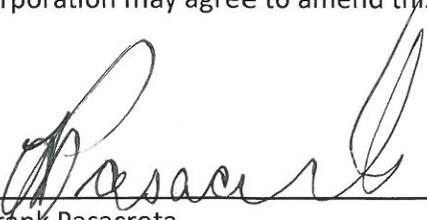
The Corporation and the Crown Agencies Resource Office will post the most recent signed copy of the Government's Letter of Expectations on their respective websites.

REVIEW AND REVISION OF THIS LETTER

The Minister of Jobs, Tourism and Skills Training is accountable for undertaking reviews of this Letter and monitoring its implementation. Government and the Corporation may agree to amend this Letter on a more frequent than annual basis.



Honourable Shirley Bond
Minister of Jobs, Tourism and Skills Training



Frank Pasacreta
Chair, Industry Training Authority

January 28, 2014
Date

February 13, 2014
Date

cc. Honourable Christy Clark
Premier

John Dyble
Deputy Minister to the Premier and Cabinet Secretary

Peter Milburn
Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Cheryl Wenezenki-Yolland
Associate Deputy Minister
Ministry of Finance

Dave Byng
Deputy Minister
Ministry of Jobs, Tourism and Skills Training

Gary Herman
Interim Chief Executive Officer
Industry Training Authority