



Ref: 114993

JAN 24 2017

Mr. Gwyn Morgan, Chair
Industry Training Authority
8th Floor – 8100 Granville Avenue
Richmond, BC V6Y 3T6

Dear Mr. Morgan: *Gwyn:*

This Mandate Letter confirms your organization's mandate, provides government's annual strategic direction and sets out key performance expectations for the 2017/18 fiscal year.

On behalf of the Province of British Columbia (BC), thank you for your leadership and the contributions made by the Industry Training Authority (ITA) over the past year in supporting BC's strong economic growth. Congratulations on the efforts made towards the following achievements:

- Building a trades training system that enables participants to gain skills that match the labour market needs of industry;
- In coordination with government partners, investing in trades training facilities and equipment to allow students to receive relevant and up-to-date in-classroom training;
- Reducing program waitlists in high demand occupations at training organizations across the Province;
- Aligning training investments with high demand occupations while at the same time maintaining access to training in rural communities;
- Enhancing ITA's youth programs to ensure better continuity from high school to apprenticeship, through to certification;
- Aligning policies and programs to support the implementation of harmonization initiatives across Canadian jurisdictions aimed at increasing mobility for apprentices; and,
- Creating new opportunities to implement and replicate innovative trades training practices that will support apprentices in completing their training.

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BC's Corporate Governance Framework takes a principles-based approach in providing direction for effective governance of ministries and Public Sector Organizations (PSOs). Since June 2014, the Taxpayer Accountability Principles (TAP) have provided guidance to ensure that the actions taken and services provided strengthen accountability and promote cost control while meeting the public policy objectives established by government on behalf of the citizens of BC.

It is critical that public sector organizations operate as efficiently as possible, in order to ensure British Columbians are provided with effective services at the lowest cost possible. This requires constant focus on maintaining a cost-conscious and principled culture through the efficient delivery of services that stand the test of public scrutiny and help develop a prosperous economy in an environmentally sustainable manner. This is critical to government's commitment to control spending and balance the budget.

Government is making open information a priority across the public sector to enhance government transparency and accountability in the use of public resources, the delivery of programs and public services.

Government provided the following mandate direction to the ITA under the *Industry Training Authority Act*:

- Manage and support an industry training and apprenticeship system in British Columbia;
- Ensure that the industry training and apprenticeship system meets the Province's need for skilled workers;
- Work with the government to achieve the government's objectives respecting the industry training and apprenticeship system; and,
- Promote industry training programs, including by encouraging employers and individuals to participate in those programs.

To achieve this mandate, the ITA is directed to take the following strategic actions:

1. Implement the ITA's three-year strategic plan developed in 2016/17, that demonstrates how the Crown agency will deliver on:
 - a. Current and developing strategies aimed at addressing specific priorities (i.e. completion rate strategy);
 - b. Expanding and enhancing trades training programs for youth to provide more trades training opportunities earlier, resulting in increased youth participation, greater transition to apprenticeship and improved completion rates;
 - c. Fostering a culture of innovation and partnership in the delivery of existing and new trades training programs;

- d. Better utilization of research, data and evaluation to inform policy and program changes;
 - e. Aligning policy and programs with Red Seal and pan-Canadian initiatives; and,
 - f. Advancing long-term commitments outlined in *BC's Skills for Jobs Blueprint* and McDonald Report, including actions which support youth, women and Aboriginal people in accessing trades opportunities.
2. Working with system partners, identify and advance innovative approaches to trades training in BC to better support apprentices and to closely meet industry's need for skilled workers.
 3. Achieve the targets and performance measures, including completion rates and outcomes for youth, as set by Government to meet the skilled trades needs of BC's labour market.
 4. Lead BC's activities in fulfilment of Canadian Council of Directors of Apprenticeship (CCDA) commitments to achieve harmonization of Red Seal trades across Canada, resulting in enhanced mobility for apprentices and reduced barriers to certification.

The ongoing culture shift to principled public sector governance remains a priority for government. PSOs are expected to undertake more comprehensive professional development to enhance orientation of their board members and senior executives. Government will be providing programming and resources designed to complement components of orientation to ensure understanding of the accountabilities and expectations of public sector boards and organizations. For detailed information about TAP priorities, please refer to the following link: [Taxpayer Accountability Principles](#).

Government is committed to continue to revitalize the relationship between government and PSOs. This strong focus on increased two-way communication supports and ensures a common understanding of government's expectations. Timely communication of emerging issues which may affect the business of the ITA and/or the interests of government is critical to building trust and the effective delivery of public services, including information on any risks to achieving financial forecasts and performance targets. With the TAP embedded in the Annual Service Plans and Reports, this will support board chairs in assessing and communicating the organization's overall performance.

In addition, it is expected that your organization will continue to be diligent in ensuring familiarity with and adherence to statutory obligations and policies that have broad application across the public sector. Please refer to the following link for a summary of these accountabilities: [PSO Accountability Summary](#).

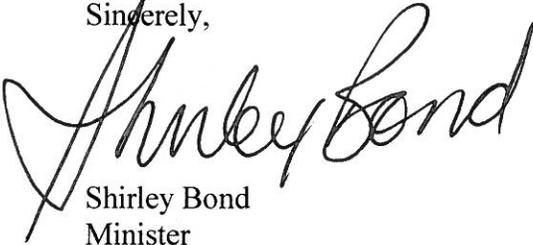
Mr. Gwyn Morgan

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Each board member is required to acknowledge the direction provided in the Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your organization's website, and a copy signed by all board members provided to the ministry and made available to the public upon request.

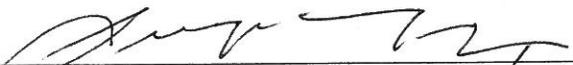
I look forward to our regular meetings focusing on strategic priorities, performance against TAP, and working together to protect the public interest at all times.

Sincerely,

A handwritten signature in black ink that reads "Shirley Bond". The signature is written in a cursive, flowing style with a large initial 'S'.

Shirley Bond
Minister

Enclosure



Gwyn Morgan
Chair, Industry Training Authority



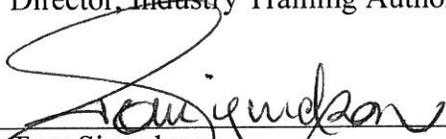
Andy Calitz
Director, Industry Training Authority



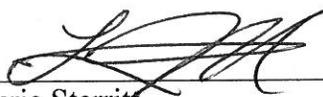
Rick Kasper
Director, Industry Training Authority



Lindsay Langill
Director, Industry Training Authority



Tom Sigurdson
Director, Industry Training Authority



Laurie Sterritt
Director, Industry Training Authority



Shane Stirling
Director, Industry Training Authority



MJ Whitemarsh
Director, Industry Training Authority



Jonathan Whitworth
Director, Industry Training Authority

pc: Honourable Christy Clark
Premier

Kim Henderson
Deputy Minister to the Premier and Cabinet Secretary

Athana Mentzelopoulos
Deputy Minister and Secretary to Treasury Board Ministry of Finance

Cheryl Wenezenki-Yolland
Associate Deputy Minister
Ministry of Finance

Shannon Baskerville
Deputy Minister
Ministry of Jobs, Tourism and Skills Training and Responsible for Labour

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MJ Whitemarsh
Director, Industry Training Authority

Jonathan Whitworth
Director, Industry Training Authority

Gary Herman
Chief Executive Officer Industry Training Authority

B.C. Taxpayer Accountability Principles

Further information available at: <http://gov.bc.ca/crownaccountabilities>

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| 1 Cost Consciousness (Efficiency) | Strengthen cost management capabilities and foster a culture of cost-consciousness at all levels of public sector organizations. Provide public services and programs as efficiently and effectively as possible to “bend the cost curve” and support sustainable public policies and programs as a lasting legacy for generations to come. |
| 2 Accountability | Transparently manage responsibilities according to a set of common public sector principles in the best interest of the citizens of the province. By enhancing organizational efficiency and effectiveness in the planning, reporting and decision making, public sector organizations will ensure actions are aligned with government’s strategic mandate. |
| 3 Appropriate Compensation | Comply with a rigorous, standardized approach to performance management and employee compensation, which reflects appropriate compensation for work across the public sector that is consistent with government’s taxpayer accountability principles and respectful of the taxpayer. |
| 4 Service | Maintain a clear focus on positive outcomes for citizens of British Columbia by delivering cost-efficient, effective, value-for-money public services and programs. |
| 5 Respect | Engage in equitable, compassionate, respectful and effective communications that ensure all parties are properly informed or consulted on actions, decisions and public communications in a timely manner. Proactively collaborate in a spirit of partnership that respects the use of taxpayers’ monies. |
| 6 Integrity | Make decisions and take actions that are transparent, ethical and free from conflict of interest. Require the establishment of a strong ethical code of conduct for all employees and executives. Serve the citizens of British Columbia by respecting the shared public trust and acting in accordance with the taxpayer accountability principles. |