

# **Industry Training Authority (ITA)**

## **2020/21 – 2022/23 SERVICE PLAN**

**February 2020**



For more information on the Industry Training Authority (ITA) contact:

800 – 8100 Granville Avenue  
Richmond, B.C. V6Y 3T6

Phone: 778.785.2410

Toll-free (in B.C.): 1.866.660.6011

Fax: 778.328.8701

Or visit our website at  
[itabc.ca](http://itabc.ca)

## Board Chair Accountability Statement



The 2020/21 – 2022/23 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 2020 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 the Industry Training Authority’s operating environment, forecast conditions, risk assessment and past performance.

A handwritten signature in black ink, appearing to read 'Cindy Oliver'. The signature is stylized and written in a cursive-like font.

Cindy Oliver  
Board Chair

**Table of Contents**

Board Chair Accountability Statement ..... 3

Strategic Direction and Alignment with Government Priorities..... 5

Operating Environment..... 6

Performance Plan ..... 8

Financial Plan..... 12

    Summary Financial Outlook..... 12

    Key Forecast Assumptions, Risks and Sensitivities ..... 13

Corporate Governance ..... 13

Organizational Overview ..... 14

## Strategic Direction and Alignment with Government Priorities

The Government of British Columbia remains focused on its three strategic priorities: making life more affordable, delivering better services, and investing in a sustainable economy. Crowns are essential to achieving these priorities by providing quality, cost-effective services to British Columbia families and businesses.

Additionally, where appropriate, the operations of Crowns will contribute to:

- The objectives outlined in the government’s newly released A Framework for Improving British Columbians’ Standard of Living,
- Implementation of the *Declaration on the Rights of Indigenous Peoples Act* and the Truth and Reconciliation Commission Calls to Action, demonstrating support for true and lasting reconciliation, and
- Putting B.C. on the path to a cleaner, better future – with a low carbon economy that creates opportunities while protecting our clean air, land and water as described in the CleanBC plan.

By adopting the Gender-Based Analysis Plus (GBA+) lens to budgeting and policy development, Crowns will ensure that equity is reflected in their budgets, policies and programs.

Guided by the accountabilities outlined in the [Industry Training Authority Act](#) the Industry Training Authority (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.

Annually the Industry Training Authority (ITA) receives from the Minister of Advanced Education, Skills and Training a mandate letter outlining government’s strategic priorities and expectations for the coming year. This service plan was developed to ensure alignment with its [2020/21 Mandate Letter](#), government’s three strategic priorities and other key government initiatives. Specifically, the ITA’s work parallels government’s three priorities as follows:

Government Priorities	ITA Aligns with These Priorities By:
Making life more affordable	<ul style="list-style-type: none"> <li>• Providing access to quality training and supporting apprentices through to certification so they may obtain good paying jobs, and in turn, increase their standard of living.</li> </ul>
Delivering the services people count on	<ul style="list-style-type: none"> <li>• Increasing the ITA’s regional support means apprentices have greater access to ITA assistance and services.</li> <li>• Implementing technology so that apprentices and employers have the information they need for success.</li> </ul>
A strong, sustainable economy	<ul style="list-style-type: none"> <li>• Highlighting trades occupations as the foundation of the province’s infrastructure, maintenance and many key services.</li> <li>• Promoting the skilled trades professions and addressing barriers to trades training for under-represented groups means a greater number of individuals will see trades training as a career option, building B.C.’s workforce.</li> </ul>

## Operating Environment

The ITA's values of inclusiveness, respect, excellence, innovation and collaboration, along with its [vision and mission](#), support the organization in pursuit of its Service and Strategic plans four goals:

1. B.C. has an inclusive trades training and apprenticeship system that reflects our diverse population,
2. Apprentices and employers have the information and support they need for success,
3. B.C.'s trades training and apprenticeship system is innovative to support changes in technology and our future learners, and
4. B.C.'s trades training and apprenticeship system has transparent and comprehensive information to support its learners and partners in their decision making.

During the term of this service plan, the ITA will drive an inclusive trades training and apprenticeship system focusing on under-represented groups, including Indigenous peoples, women, youth, immigrants and others who face challenges to entering and working in the skilled trades. The ITA will continue its work to shift the culture of the skilled trades by building diversity, advancing inclusiveness and increasing accessibility so the system reflects a more diverse skilled trades population. These efforts will be further strengthened through the development of initiatives that directly support female and Indigenous apprentices to prosper from a career in the skilled trades. The ITA will uphold its leadership role in shifting the trades culture by ensuring a Gender-Based Analysis Plus (GBA+) lens is applied to all programs and policies, and by delivering an internal equity, diversity and inclusion plan.

The ITA will continue its efforts towards true and lasting reconciliation with Indigenous peoples by incorporating the *Declaration on the Rights of Indigenous Peoples Act* and the Calls to Action of the Truth and Reconciliation Commission related to its trades training mandate. The ITA, along with its Indigenous Advisory Council, will persevere in its efforts to ensure Indigenous apprentices are supported, including addressing cultural and other barriers to success. The ITA will also begin implementation of its Provincial Indigenous Skills Training Plan, which will map the organization's way forward and its work with Indigenous communities.

The ITA is focused on shifting the balance of the trades training workforce from its current landscape — one that is predominantly populated by men — to one that reflects the province's diverse population. The ITA will develop and implement a women in trades strategic plan that will focus on inspiring more women to enter and remain in the skilled trades, including fostering mentorship and community between, and for tradeswomen. The ITA will also work with its training providers to strengthen diversity and inclusiveness in the technical training component of an apprentice's training journey.

While the ITA has a leadership role in influencing a cultural and behavioral shift in the trades training and apprenticeship system, its partners - employers, apprentices, industry, labour, Indigenous communities, school districts, training partners and government - are key to the ITA's success including addressing harassment, bullying and discrimination or other barriers that impede the success and retention of individuals from under-represented groups. The ITA recognizes its success relies on partnerships and has initiatives aimed at strengthening these in each of its goals.

In its work to break down the societal bias towards university degrees compared to trades credentials, the ITA will continue to work closely with school districts in its efforts to promote skilled trades professions as a well-paying, high opportunity career choice for young people. The ITA through its regional staff will participate in school and career events and continue delivery of its successful youth program for K-12 students. The ITA will also introduce initiatives to connect youth directly with industry and employers. The goal is to build youth's knowledge of the opportunities offered through the skilled trades and increase employer's access to B.C.'s future skilled trades workers.

The *B.C. Labour Market Outlook* is produced annually by the Ministry of Advanced Education, Skills and Training and provides the ITA with a 10-year forecast on the supply and demand for trades occupations in the province. By 2029, the Outlook forecasts 861,000 job openings throughout British Columbia. Of these job openings, apprenticeable trades jobs will comprise approximately 8.5% (73,000). The economy influences the number and availability of apprentices. Fluctuations in the apprentice population often mirror the province's economy during downturns or its growth due to the introduction of major public infrastructure projects, LNG and residential construction which will result in increased job openings.

In looking to the demands of the future labour market for skilled trades workers, the ITA will work with its partners to develop a system-wide apprenticeship completion framework to support apprentices' success to certification and help build B.C.'s trades workforce.

The ITA will continue to advance innovation in trades professions by supporting government in its work to: evaluate trades that could benefit from Mandatory Certification, implement effective apprentice ratios on public infrastructure projects, support employers in meeting hiring commitments related to Community Benefit Agreements; and forward the CleanBC plan by working with jurisdictions across Canada to incorporate clean energy/green technologies in training content. The ITA will have an impact across the province, will increase its regional complement so employers, apprentices, under-represented groups and communities have the hands-on supports required for a changing trades training and apprenticeship system.

The ITA recognizes the swift pace of technological change and the opportunities it can offer to improve B.C.'s trades training and apprenticeship system and government's CleanBC plan. To keep up with these advancements, the ITA will implement technology that offers future learners, apprentices and employers the information they need for success in the trades' workforce including the new and emerging occupations created through the clean energy strategy. The ITA will also collaborate with training providers to advance innovation in technical training, and work with all partners to identify and implement system efficiencies.

B.C.'s trades training and apprenticeship system's success is closely linked with its ability to access the best possible industry intelligence and labour market information. The ITA will work to strengthen system effectiveness through its implementation of a system-wide performance management plan. The ITA will also offer greater transparency and public availability of trades training data, information and system performance measures.

The 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 the ITA's partners, B.C.'s trades training and apprenticeship system will be inclusive, accessible, and responsive to meet the demands of the province's growing economy.

## Performance Plan

**Goal 1: B.C. has an inclusive trades training and apprenticeship system that reflects our diverse population.**

**Objective 1.1: Create a more inclusive, diverse and accessible trades training culture.**

### Key Strategies:

- Lead the cultural and behavioural change needed in the trades training and apprenticeship system to remove barriers for under-represented groups.
- Strengthen the ITA supports and initiatives to attract, retain and ensure successful outcomes for under-represented groups in the trades training and apprenticeship system.
- Promote skilled trades professions as well-paying, high opportunity career choices.
- Build partnerships with organizations that will further advance inclusion in skilled trades professions including pilot projects and other programs to support under-represented groups.

Performance Measure(s)	2018/19 Actuals	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
1.1a Increase of women entering under-represented trades <sup>1</sup> apprenticeships <sup>2</sup>	808	864	890	916	968
1.1b Increase of Indigenous peoples entering into apprenticeships <sup>2</sup>	1,185	1,320	1,412	1,452	1,518
1.1c Increase the proportionality of women in under-represented trades <sup>1,2</sup>	N/A	Establish Baseline	TBD	TBD	TBD
1.2d Increase the proportionality of Indigenous peoples in apprenticeships <sup>2</sup>	N/A	Establish Baseline	TBD	TBD	TBD

<sup>1</sup>Under-represented trades are those where women represent less than 25% of apprentice registration in a Red Seal trade.

<sup>2</sup> Data Source: The ITA's Direct Access Information System

### Linking Performance Measures to 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 the 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 proportionality of women in under-represented trades and Indigenous peoples in apprenticeships is an indicator of the 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 composition of the trades so that it is more representative of the province's population. These are new measures identified this year, therefore, baseline and targets will be identified in next year's plan.



**Discussion:**

While the ITA may be able to attract women, Indigenous peoples and other under-represented groups into the trades, retention is also a measure of success related to addressing barriers, shifting culture, and changing stereotypes associated with a workforce predominately populated by men. Trends associated with these performance measures fluctuate, resulting in years where new entrants increase and other years where there are decreases. In addition, results are influenced by the province’s economy, where for example the introduction of major projects results in increased job openings and opportunities for apprentices. Given these factors, these performance measures can be difficult to forecast and have resulted in revised forecasts from the 2019/20 – 2021/22 Service Plan.

**Goal 2: Apprentices and employers have the information and support they need for success.**

**Objective 2.1: Support more apprentices to complete their apprenticeship journey to build B.C.’s workforce.**

**Key Strategies:**

- Increase the ITA’s regional presence to ensure apprentices have the assistance they need to achieve their Certificate of Qualification.
- Help employers find and retain apprentices to help build their workforce.
- Develop initiatives that directly support female and Indigenous apprentices, so they can prosper from a career in skilled trades.
- Support initiatives that require apprentices, such as Community Benefit Agreements, including through the promotion of opportunities in the trades.
- Partnering with school districts, Indigenous communities and others connect youth and industry, building youth’s knowledge of high opportunity careers within skilled trades and increase employers’ access to B.C.’s future skilled trades workers.

Performance Measure(s)	2018/19 Actuals	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
2.1a Number of CofQs issued <sup>1</sup>	7,291	7,583	7,659	7,735	7,813
2.1b Number of CofQs issued to women <sup>1</sup>	750	750	760	779	799
2.1c Number of CofQs issued to Indigenous peoples <sup>1</sup>	280	296	305	315	327
2.1d Youth participating in skilled trades <sup>1</sup>	N/A	Establish Baseline	TBD	TBD	TBD

<sup>1</sup> Data Source: The ITA’s Direct Access Information System

**Linking Performance Measures to Objectives:**

2.1a-c Increasing the number of credentials issued is a signal that employers, apprentices and other system participants are receiving the information and support they need to provide on-the job training or earn their Certificate of Qualification.

2.1d Youth participation in the skilled trades indicates that the trades training and apprenticeship system will develop enough trades professionals to meet future labour market demands. This measure also corresponds with promotional efforts to shift societal bias towards recognition of a trades Certificate of Qualification as equivalent to a post-secondary degree. This is a new measure for the ITA, and a baseline will be established in 2020/21.

**Discussion:**

To obtain a Certificate of Qualification and obtain journeyman status, an apprentice’s training is typically 80% supervised on-the-job-training and 20% school-based training. Connecting youth and apprentices in their schools and communities, with industry and employment opportunities helps them to obtain work and the on-the-job credit needed to become a certified journeyman.

The forecasts and targets for number of Certificate of Qualification issued have been revised upwards from the 2019/20-2021/22 Service Plan due to a number of apprentices achieving their Certificate of Qualification ahead of the introduction of revised program standards. The ITA will strive to continue to maintain this level of growth over the period of this Service Plan.

**Goal 3: B.C.’s trades training and apprenticeship system is innovative to support changes in technology and our future learners.**

**Objective 3.1: With the ITA’s partners, improve access to the trades training and apprenticeship system through innovation, efficiency and technology.**

**Key Strategies:**

- Implement technology that offers apprentices and employers the information they need for success, including on-line access.
- Build partnerships with training providers and employers to advance new ways of training to meet the needs of learners and industry.
- Work with partners to identify efficiencies within the trades training and apprenticeship system to improve training for system learners.

Performance Measure(s)	2018/19 Actuals	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
3.1a Credential holder’s satisfaction with ITA credentials <sup>1</sup>	85%	86%	86%	86%	86%
3.1b Employer satisfaction with ITA credentials <sup>1</sup>	79%	80%	80%	80%	80%
3.1c Employer sponsor satisfaction with ITA support <sup>1</sup>	N/A	82%	82%	82%	82%
3.1d Apprentice satisfaction with ITA support <sup>1</sup>	N/A	N/A	Establish baseline	TBD	TBD

<sup>1</sup> Data Source: Since 2012/13 Sentsis Market Research has been commissioned by the 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 the ITA's support is an indicator of the employer's satisfaction regarding various supports the ITA offers, including regional supports. This measure and its baseline were established in 2019/20.
- 3.1d Apprentice satisfaction with the ITA's support is an indicator of the apprentice's satisfaction with the various supports the ITA offers, including available regional supports. This is a new measure for the ITA, and a baseline will be established in 2020/21.

### **Discussion:**

Measures 3.1a and 3.1b are similar to ones included in the ITA's previous service plans. High satisfaction levels have remained largely consistent over the past several years. Targets, including for the new measure 3.1c and 3.1d, reflect the ITA's effort to align industry needs with trades training, ensure apprentices receive the support needed to succeed, and that employers have the right tools to support apprentices, within an index that is made up of multiple satisfaction indicators.

## **Goal 4: B.C.'s trades training and apprenticeship system has transparent and comprehensive information to support its learners and partners in their decision making.**

### **Objective 4.1: Increase accountability and transparency for B.C.'s trades training and apprenticeship system.**

#### **Key Strategies:**

- Create a performance management framework to increase evidence-based decision making.
- Increase publicly available data on B.C.'s trades training and apprenticeship system.

### **Discussion:**

Government and the ITA want 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. Strengthening overall trades training system performance and outcomes through the implementation of a system-wide performance management framework, that incorporates strong accountabilities for system partners, provides opportunities to evaluate and gauge where successes are achieved, and improvements are needed. Creating greater transparency and public reporting of system performance, including system data and information, furthers system's accountabilities to its users and all British Columbians. Over the next year, the ITA will make data sets and freedom of information requests available on-line for greater transparency and access to trades training and apprenticeship system information.

## Financial Plan

### Summary Financial Outlook

	2019/20 Budget	2019/20 Forecast	2020/21 Budget	2021/22 Budget	2022/23 Budget
<b>Total Revenue (\$000)</b>					
Ministry - Core Operating Grant	98,877	98,877	98,877	98,877	98,331
Ministry - Project Based Funding - Prov(1)	10,200	10,593	10,206	10,206	10,206
Ministry - Other Funding and grants		733	881	-	-
Other Revenue	1,418	1,906	1,697	1,697	1,697
<b>Total</b>	<b>110,495</b>	<b>112,109</b>	<b>111,661</b>	<b>110,780</b>	<b>110,234</b>
<b>Total Expenses (\$000)</b>					
Training Investment	92,462	94,432	91,932	91,051	91,363
Program Standards and Assessments	4,023	4,474	4,218	4,218	4,218
Industry Engagement	802	614	722	722	722
Customer Experience	4,124	3,716	4,509	4,509	4,047
Communication	900	883	980	980	980
Equity, Diversity and Inclusion		-	800	800	950
Business Support	8,184	7,990	8,500	8,500	7,954
<b>Total Expenses</b>	<b>110,495</b>	<b>112,109</b>	<b>111,661</b>	<b>110,780</b>	<b>110,234</b>
<b>Net Income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Liabilities (even if zero)</b>		<b>(5,041)</b>	<b>(4,923)</b>	<b>(4,805)</b>	<b>(4,687)</b>
<b>Accumulated Surpluses/Retained Earnings (even if zero)</b>		<b>(7,915)</b>	<b>(7,915)</b>	<b>(7,915)</b>	<b>(7,915)</b>
<b>Capital Expenditures</b>		<b>1,530</b>	<b>1,350</b>	<b>1,250</b>	<b>1,250</b>

(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)

## Key Forecast Assumptions, Risks and Sensitivities

### Key Forecast Assumptions:

The summary financial outlook reflects the following assumptions:

- The ITA will receive a core operating grant of \$98,877, same as in 2019/20. This grant includes a lift received in 2019/20 for a three-year period, supporting the implementation of a Performance Management Framework as well as on-going funding to increase the ITA's regional supports across B.C. to assist apprentices, youth and under-represented groups through their apprenticeship journey.
- 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.

### Risks and Sensitivities:

The ITA expects to experience increased pressures on its training investment and operations from:

- Additions in training hours or classes required as a result of Red Seal harmonization;
- Increased demand for training seats and programs in support of participation by equity seeking groups in the trades training system;
- Implications of implementation of any new government policies impacting trades training and apprenticeship
- Increased challenge and exam costs due to implementation of Standard Level Exams (SLE);
- Increased general operating costs in line with consumer price index affecting mainly compensation and occupancy costs.

The ITA plans to deliver on the goals and strategies envisioned within this service plan through core funding granted to it from the Ministry of Advanced Education, Skills and Training. The 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 the ITA's digital strategy and is funded from the ITA's core operating funds.

## Corporate Governance

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

- 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, B.C., the ITA leads and coordinates British Columbia’s skilled trades system. The ITA works with employers, apprentices, industry, labour, training providers and Government to issue credentials, support apprenticeships, set program standards and increase opportunities in the trades.

The ITA’s vision, mission and values include:

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><b>Inclusiveness.</b> 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><b>Respect.</b> 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><b>Excellence.</b> We value a superior experience for all our customers, internal and external, sensing their needs and exceeding their expectations.</p> <p><b>Innovation.</b> We value the spirit and practice of innovation. We believe that change fosters the constant improvement that is crucial for success.</p> <p><b>Collaboration.</b> 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>