



Apprenticeship Ratios Stakeholder Engagement

HONOURABLE Melanie Mark

January 19th, 2018



Apprenticeship Ratios Stakeholder Engagement (January 19, 2018)

Table of Contents

Event Details Checklist.....	Tab 1
Annotated Agenda.....	Tab 2
Minister’s Opening Remarks.....	Tab 3
Deputy’s Opening Remarks.....	Tab 4
Minister’s Closing Remarks.....	Tab 5
Questions and Answers.....	Tab 6
Attendee Bios.....	Tab 7
Stakeholder Engagement and Discussion Guide.....	Tab 8

Minister of Advanced Education and Skills Training

Event Details Checklist

Updated: 18/01/2018

Function Date	January 19, 2018
Minister's recommended arrival time	9:30 AM for pre-brief with staff and facilitator
Time Minister will be introduced	10 AM meeting start
Name of Function	Stakeholder engagement – priority trades initiatives
Number of attendees expected	15 stakeholders + ex officio representatives, and staff
Sponsor/Host	Ministry of Advanced Education and Skills Training
Event Theme	Establishing Effective Apprenticeship Ratios and Increasing Participation of Equity-Seeking Groups in the Skilled Workforce
Speech topic	Opening and closing remarks for stakeholder engagement meeting. See annotated agenda for additional information.
Speech length	Opening remarks – 2-3 minutes Closing remarks – 2-3 minutes
Room setup/format	U-shaped table for 18 people. Minister and DM at head of table
Anticipated departure time	1 PM meeting ends
Appropriate Dress	Business
Address/ directions	BCIT Downtown Campus, Boardroom 481 555 Seymour Street. Vancouver BC
Pre-brief location	Room 410 (along the hall from the meeting room)
Parking arrangements	Hourly parking available at 555 Seymour St.
Contact meeting Minister at location/ cell number/phone	Jamie Edwardson – 250.514.5306
Media anticipated	No
Name and title of other notable guests	<ol style="list-style-type: none"> 1. Jud Martel, BC Building Trades (representing Tom Sigurdson) 2. Lindsay Langill, Independent Contractors and Businesses Association 3. Laird Cronk, BC Federation of Labour 4. Rieghardt Van Enter, Progressive Contractors Association 5. Larry Richardson, Christian Labour Assn. of Canada 6. Kelly Scott, BC RoadBuilders

	<p>7. Lisa Langevin, IBEW, Women in Trades</p> <p>8. Julia Ballantyne, BuildTogetHER Co-Chair ^{s.22} s.22</p> <p>9. ^{s.22} Apprentice, Sheet Metal</p> <p>10. Peter Baker, Director, Squamish Training Centre</p> <p>11. Clifford White, Chief, Gitxaala Nation</p> <p>12. Thomas Nyce, Indigenous Affairs Representative, Ledcor</p> <p>13. Margot Middleton, Middleton Petroleum Services (Kamloops)</p> <p>14. Roberta Ellis, Board Chair, Industry Training Authority</p> <p><u>Regrets for current meeting; intend to join future meetings:</u></p> <p>15. Robert Lashin, Houle Electric</p> <p>16. Tom Sigurdson, BC Building Trades</p> <p>17. Clyde Scolan, Construction Labour Relations Association</p> <p>18 ^{s.22} Apprentice, Carpentry</p> <p><i>Ex Officio representatives</i></p> <ul style="list-style-type: none"> • Gary Herman – CEO, Industry Training Authority • Shelley Gray – Industry Training Authority • Nina Hansen – BC Federation of Labour • Brynn Bourke – BC Building Trades (TBC) • Tim McEwan – VP Policy and External Relations, Independent Contractors and Businesses Association
Staff attending event	<ul style="list-style-type: none"> • Shannon Baskerville – Deputy Minister, AEST • Bindi Sawchuk – ADM, Labour Market Development and Information Division, AEST • Jamie Edwardson – Executive Director, Labour Market Development and Information Division, AEST • David Muter – Executive Director, Labour Market and Information Division, AEST • Gordon Sharpe – Director, Trades Training Unit

ANNOTATED MEETING AGENDA – January 19, 2018

Time	Agenda Item	Lead
9:30 am	<ul style="list-style-type: none"> • Minister pre-brief with staff • Stakeholder arrival and welcome (coffee, light breakfast) 	
10 am	Greeting and Welcoming	TBC
10:00 am	Opening <ul style="list-style-type: none"> • Minister’s welcome and opening remarks • Context and terms of engagement 	Minister Mark DM Baskerville
10:08 am	Review Agenda and structure of day Introductions - roundtable	Facilitator
10:30 am	Inside the apprentice experience – interview apprentices at the table about their recent experience: <ul style="list-style-type: none"> • Typical day on the job, first day, finding a job, getting through to certification, etc. 	Facilitator
10:40 am	1. Defining “effective” apprentice ratios. Facilitated discussion. <ul style="list-style-type: none"> • Challenges: lack of data, variety of projects, variety of trades. • Meaning of “effective” – safety, increase opportunities, cost-effective for industry and government. • Possible approaches to develop a definition. <p><u>Potential questions for Minister to ask:</u></p> <ul style="list-style-type: none"> • What would make an apprentice ratio “effective” from your perspective. • How would that ratio change the current situation on a worksite. • How would you make such a ratio work in practice in the workplace? 	Facilitator
11:10 am	2. Different ways to implement apprenticeship ratios Short review of policies available to support implementation, based on Discussion Guide <ul style="list-style-type: none"> • Provide Incentives, Supports, and Public Reporting • Set Requirements in Procurement Process and Contract Terms • Develop and Require Community Benefit / Labour Procurement Agreements 	ADM Bindi Sawchuk

11:15 am	<p>Different ways to Implement Effective Apprenticeship Ratios: Facilitated discussion</p> <p><u>Potential questions for Minister to ask:</u></p> <ul style="list-style-type: none"> • What are some of the barriers that stop employers from sponsoring apprentices? • What are some of the barriers apprentices face to getting sponsored and getting their hours? • If there was one thing to change that could make progress through apprenticeship a little easier, what would it be? 	Facilitator
11:30 am	<p>3. Establishing a Process to Determine the Ratio Target Number</p> <p><u>Potential questions to ask:</u></p> <ul style="list-style-type: none"> • What should we do to make adopting a ratio easier for the industry? • What should we <i>not do</i> (what mistake should we avoid) to make adopting a ratio easier? 	Facilitator
12 pm	<p>Lunch available during meeting</p> <p><i>Staff and facilitator meet with minister to discuss closing remarks</i></p>	
12 pm	<p>4. Increasing Participation of Equity-Seeking Groups in the Skilled Workforce -- would identify comments from previous sections and build further ideas.</p> <p><u>Potential questions for Minister to ask:</u></p> <ul style="list-style-type: none"> • What measures <i>within your own organizations or the industry</i> are already helping increase employment of equity-seeking groups in the skilled workforce? What best practices can you share that others could consider? • If there were one change you could make, what would it be? 	Facilitator
12:30 am	<p>Discussion: Next Steps, last comments,</p> <ul style="list-style-type: none"> • Snapshot of how information gathered will be used • Date and overview of 2nd meeting <p><u>Potential questions for Minister to ask:</u></p> <ul style="list-style-type: none"> • Where are you starting to see common ground emerge that we could build on going forward? • What other questions should we be asking that would offer additional insights into the subject? • Along with pursuing the apprenticeship ratio model, are there other policy levers government could consider to increase apprenticeship opportunities? 	Facilitator
12:50 – 1pm	<p>Minister’s concluding remarks</p>	Minister Mark

SPEAKING NOTES FOR

**STAKEHOLDER ENGAGEMENT SESSION
PRIORITY TRADES INITIATIVES**

**HON. MELANIE MARK
MINISTER OF ADVANCED EDUCATION AND SKILLS TRAINING**

JANUARY 19, 2018

**BCIT Downtown Campus, Boardroom 481
555 Seymour Street. Vancouver BC**

AUDIENCE: 18 stakeholders in construction trades

TIME: Opening remarks – 3 minutes

WORD COUNT: 400 words

KEY MESSAGES:

- **Apprenticeships in the skilled trades are essential to develop B.C.'s future workforce.**
- **Increasing opportunities for apprentices to be trained will help ensure we're training tomorrow's workforce. Setting effective apprenticeship ratios on government infrastructure projects can help ensure B.C. apprentices can get the training they need to get good paying jobs.**
- **Our government plans to invest more than \$14-billion in infrastructure over the three years – and we want to get the best value for that money. That means making sure there are training opportunities for apprentices and local BC workers.**
- **I want to work with the people in the construction trades, employers and other stakeholders to ensure that as we're building schools and hospitals for B.C., we're also building up British Columbians.**

OPENING REMARKS – MINISTER MARK

- Thank you very much for coming today and agreeing to participate in this process.
- We are here because apprenticeships in the skilled trades are essential to the development of the future workforce.
- Our government plans to invest more than \$14-billion in infrastructure over three years — much of it in new construction — and we want to get the best value for that money.
- That means not just constructing new schools, roads, and hospitals...
- But also making sure there are good jobs and training for apprentices, local BC workers, women and Indigenous people on government funded construction projects.
- I asked you to meet with me today to provide me and my ministry with your advice and guidance, as we develop a policy that will set effective apprenticeship ratios for government projects.
- There is great expertise and experience around this table....
- The major industry and union associations in the construction trades... employers and contractors who can advise on how ideas could apply in practice...
- And people like **Julia** and **Terra** who could benefit from policies like these.
- I also know there are strong and divergent views on this issue around this table.

- Some of you are concerned we won't go far enough or fast enough; some are worried we'll go too far and too fast.
- Some of you think ratios will solve many of the problems you see in the industry, some worry about the potential unintended consequences of putting them in place.
- But there are also **common views** around this table.
- Common views like the importance of apprenticeship training to our future workforce. The importance of sponsors, and of attracting and supporting apprentices through to completion...
- So that they have the skills they need to become the next generation of leaders in your industry.
- My goal is to work with you to find common middle ground where we can build ways to benefit British Columbians who work—or who want to work—in the construction trades.
- Our government believes that setting effective apprenticeship ratios for government funded projects will maximize the value of government spending by building up British Columbians as we build B.C.
- Thank you again for agreeing to participate. I look forward to working with you to achieve this outcome.

END

OPENING REMARKS – DM SHANNON BASKERVILLE

- I would like to echo the minister's thanks that you agreed to attend today and participate in this process.
- There is incredible value in having the diversity of views and perspectives around the table.
- Our ministry has been given the mandate to implement **effective** apprenticeship ratios on government funded projects.
- And we're talking to all of you to get your advice and guidance on how to make sure the approach we take to defining and establishing ratios will be effective.
- Today's session is intended to be a facilitated discussion covering: how to define an "effective" ratio; ways to implement ratios; a process to determine how to set ratios across trades and project types...
- And ways to increase the participation of equity seeking groups in the skilled workforce.
- On February 14, we would like to reconvene this group for a working session with ministry staff to develop common themes from today and discuss options.
- In March, we will return with the Minister for a summary of what we heard, for your final comments and to indicate the next steps government is planning, based on your advice.
- **Continuity** of the people around the table important to a successful process. I would ask that you who are here commit to attend the future meetings to help provide that continuity.

- I would also ask you for a degree of **confidentiality**. Nothing here or in the discussion guide is secret, but it's also important to respect the participants at the table.
- And if you have questions or concerns about what you're seeing – call us and discuss them. We are here to listen.
- The direction government has given us builds off of a policy in place today – our requirement that all government construction projects have at least one apprentice.
- Now, we're taking that further, and looking to you all for advice on how to get it right.
- It's important to note that our colleagues in this ministry and others other are also working on separate projects that touch to this one.
- Transportation is working on a policy framework for future infrastructure projects, and our work will contribute to that.
- Likewise the Ministry of Jobs Trade and Technology is looking at policy on local hiring.
- And as many of you already know our ministry is starting a process to look at compulsory trades.
- We would like to keep all of those topics separate from our conversations today, so that we can keep the focus on positive discussions about effective apprenticeship ratios on government funded projects and increasing the participation of equity seeking groups in the skilled workforce.
- And with that I'll turn the day over to **Gayle Farrell**.

END

CLOSING REMARKS – MINISTER MARK

- Thank you again for your participation.
- One of the main messages I try to deliver wherever I am is that my goal as minister is to lift as we climb. Part of that is tackling poverty and inequality and creating good-paying jobs.
- You're in trades that are busy building British Columbia, and our government will be working with you to build schools, roads, bridges and hospitals across this province.
- I believe that as we can also build up British Columbians as we build our province.
- And that means making sure that our provincial infrastructure provides training opportunities for apprentices, and job opportunities for women, indigenous Canadians, and others.
- I'm optimistic that we have good people around this table who will give us their best advice and guidance as we work on the question of making apprentice ratios on government projects effective.
- And I thank you again very much for your work today and your support as we go forward.

END

Discussion Guide Questions

1. Determining what “Effective” Means in the Context of an Apprenticeship Ratio

1.1 The Structure of an Apprenticeship Ratio

1. Comparing the work-hour ratio approach to the workforce ratio approach – what are the implications (if any) between the two approaches in terms of increasing the number of apprentice sponsors?
2. Comparing the work-hour ratio approach to the workforce ratio approach – what (if any) health and safety, product quality, and public safety considerations should be noted? Please provide specific examples /data to support safety concerns if possible.
3. Comparing the work-hour ratio approach to the workforce ratio approach – how does each approach influence opportunities for apprentices, including but not limited to: effective training time, and support for a path to completion and sustainable employment?

1.2 Ensuring Worker Safety and Project Quality

4. What are the key workplace health and safety, product quality, and public safety issues associated with the proposed policy for effective apprenticeship ratios? And how should these issues be addressed?

1.3 What Would be “Effective” at Increasing Apprenticeship Opportunities

5. How should the factors in 1.3 above be addressed in the proposed policy to ensure there are more opportunities for apprentices and to support a path to completion and sustainable employment for apprentices?

1.4 Defining “Effective” in Terms of Cost to the Project Owner and Contractors

6. Including the issues identified in 1.4 above, what challenges (e.g. extra administration) could an apprenticeship ratio policy create for a contractor or sub-contractor, and how could these be addressed?

2. Ways to Implement Effective Apprenticeship Ratios on Government Projects

2.1 Provide Incentives, Supports, and Public Reporting

7. Using incentives, supports or public reporting, how could government further encourage or support increased employer sponsorship of apprentices, improved apprentice completion, and participation of equity-seeking groups in the skilled workforce? Are there any risks associated with using these measures?

2.2 Set Requirements in Procurement Process and Contract Terms

8. What challenges and opportunities are associated with using the procurement process to implement effective apprenticeship ratios? What factors should be considered when looking for specific contract terms to increase opportunities for apprentices and increased participation of equity-seeking groups?

2.3 Set Requirements through Labour Agreements

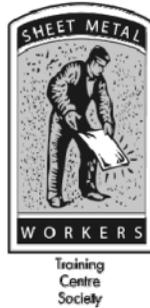
9. What challenges and opportunities are associated with using a Labour Agreement approach to implement effective apprenticeship ratios?
10. The government's current policy applies to projects costing \$15 million and sub-contracts worth more than \$500,000. In considering the three approaches above to implement ratios, would this threshold be too low, too high, or are there other options to consider?

3 *Establishing a Process to Determine the Ratio Target Number*

11. In addition to consultation and pilot projects, are there are other ways to identify ratio targets that government should consider?
12. What factors should be considered in developing a process to determine ratio targets?

4 *Increasing Participation of Equity-Seeking Groups in the Skilled Workforce*

13. What measures, including incentives, supports or requirements could help increase employment of equity-seeking groups in the skilled workforce?



The Sheet Metal Workers Training Centre Society's mission is to provide the highest quality of training and upgrading to sheet metal apprentices and journeymen in the Province of British Columbia by delivering the highest standards of instruction and utilizing the most up-to-date teaching methods and technologies.

Jud Martell, Training Co-ordinator

Jud Martell is currently the Training Co-ordinator with the Sheet Metal Workers Training Centre Society (est. 1967), the Joint Apprenticeship Committee of the Roofing Industry (est. 1976) and the Sheet Metal Workers Training Centre Society (est. 1992, reg. 2002). He has been a member of Local 280 since 1996, Recording Secretary from 2004 – 2012 and President since 2008. He holds a Red Seal trade ticket in Sheet Metal and Roofing and a (C of Q) in Architectural Sheet Metal.

Current Boards and Committees

- BCBT Apprenticeship Committee Chair
- CESAG member
- BCSkills Technical Chair Sheet Metal
- Canada Skills Technical Committee Sheet Metal

Contact Information:

19077 95A Ave
Surrey BC V4N 4P3

Email Address: judmartell@smwtcs.ca

Phone Number: (604) 882-7680 x103



The BC Federation of Labour represents over 500,000 members from affiliated unions across the province, working in every aspect of the BC economy. It has a long and proud history of fighting for the rights of all working people to a safe workplace and fair wages. The Federation is a member of the Canadian Labour Congress (CLC) and works with the CLC to further the interests of working people across the country.



Laird Cronk, Vice President

Laird Cronk Vice President Laird Cronk is an International Representative with the 1st District Office of the International Brotherhood of Electrical Workers, servicing IBEW Local Unions in BC, the Yukon Territories and Alberta. Laird has previous experience in both labour and business endeavors.

Contact Information:

BC Federation of Labour
200-5118 Joyce Street

Vancouver, BC V5R 4H1

www.bcfed.ca

laird_cronk@ibew.org

604-430-1421



For more than 40 years, the Independent Contractors and Businesses Association (ICBA) has been the voice of B.C.'s construction industry. Today, ICBA represents more than 2,000 members and clients, and is one of the leading third-party providers of group health and retirement benefits in B.C. and the single largest sponsor of apprentices in the province. ICBA undertakes public policy research and advocacy initiatives focused on the construction sector and responsible resource development.

Dr. Lindsay Langill, Independent Contractors and Business Association (ICBA)



Dr. Langill is currently the Vice-President, Operations with the Independent Contractors and Businesses Association of British Columbia. Previously he was a professor and dean of the School of Trades and Technology at Thompson Rivers University for the past 8 years. Prior to TRU he was the senior director of Program Standards for the Industry Training Authority, a secondary school apprenticeship co-ordinator for the Ministry of Education and has taught at UBC, Aldergrove Secondary School, South Okanagan Secondary, Skaha Lake Middle School and James Nash State High School in Queensland Australia. He has served on the board of directors for BCAMTA, Skills Canada BC, Kamloops Basketball Association and currently is on the Kamloops Chamber of Commerce board of directors.

Active in his community, Dr. Langill has been the president of the British Columbia Technology Education Association, the president of the Langley Technology Teacher's Association and a senior advisor for the British Columbia Technology Association. He holds three Red Seal trade certifications. Dr. Langill also holds his Master of Arts, Math, Science and Technology, and Bachelor of Education (Secondary) from the University of British Columbia; his Certificate of Industrial Education from British Columbia Institute of Technology, and his Doctoral from the University of Calgary.

Contact Information:

#211 – 3823 Henning Drive

Burnaby, BC V5C 6P3

www.icba.ca

604-298-7795

Email Lindsay@icba.ca



The Construction Labour Relations Association of BC (CLRABC) was established in 1969 with the objective of bringing labour relations stability and security to contractors in BC's unionized construction sector.

Today, the CLRABC continues to provide a unified voice that is essential to negotiating the most favourable agreements for its members and the industry.



Clyde Scollan, President & CEO

Clyde Scollan is the President of the CLRABC, a position he has held since 2007. Previously, within the Association, Mr. Scollan held the positions of Director of Labour Relations, and Labour Relations Officer and has been with CLRABC for more than 25 years.

Active in his community, Mr. Scollan was a board Member, and Past-President of Skills Canada BC. Mr. Scollan holds his Bachelor of Commerce from the University of British Columbia.

Contact Information:

97 – 6th Street

New Westminster BC, V3L 5H8

www.clra-bc.com

604-524-4911

clydes@clra-bc.com



The Christian Labour Association of Canada (CLAC) is a government-certified, independent Canadian labour union founded on the European model of Christian unions, which applies principles of social justice to labour relations and the workplace.

CLAC's approach stresses membership advocacy, cooperation, and the long-term interests of the workplace community while striving to balance individual and collective rights. It represents over 50,000 workers in a wide range of industry sectors including construction, healthcare, retail, service, transportation, mining, and manufacturing.



Larry Richardson, BC Director of Training

Mr. Richardson has been the Director of Training for CLAC BC for just under 5 years. Prior to his work at CLAC Mr. Richardson was the Program Standards Manager with the Resource Training Organization (RTO) for four years, working closely with the Industry Training Authority. He is a certified welding inspector, and extensive experience in both welding and heavy equipment operator. Mr. Richardson is committed to innovation, responsive change, problem-solving, and working collaboratively with stakeholders and industry. Mr. Richardson is on the Boards of the Aboriginal Skills Group and Skills Canada BC.

Contact Information:

19955 81a Avenue
Langley BC, V2Y 0C7
www.clac.ca
604-888-7220
604-309-1945
lrichardson@clac.ca



PCA is the voice of progressive unionized employers in Canada's construction industry. PCA member companies employ more than 25,000 skilled construction workers across Canada, represented primarily by CLAC. PCA member companies are responsible for 40 percent of energy and natural resource construction projects in British Columbia and Alberta and are leaders in infrastructure construction across Canada.

Rieghardt van Enter, BC Regional Director, Progressive Contractors Association of Canada



Rieghardt van Enter is currently the BC Regional Director with The Progressive Contractors Association of Canada (PCA).

For over 15 years Rieghardt's career in the utility, engineering and construction sectors has focused on finance, project, program and contract management, safety, labour relations, business development and executive management. He's assumed key roles in BC's construction industry, serving as Chair of the Industry Training Authority's Construction Sector Advisory Group, Board Member of the Council of Construction Associations and President of the Line Contractors Association of BC.

Contact Information:

PO Box 37068 Millstream PO

Victoria, BC V9B 0E8

www.pcac.ca

780-466-3819

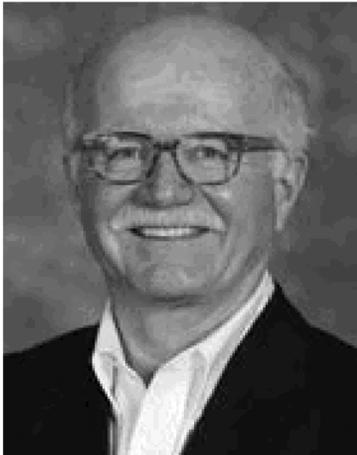
Email rvanenter@pcac.ca



BC Road Builders and Heavy Construction Association was formed in 1966 and advocates for the development of a balanced, safe transportation system and highways infrastructure that sustains and promotes provincial economic growth. The association represents 265 firms involved in grading, asphalt and concrete manufacturing, paving, utility construction, road and bridge building/maintenance, blasting, as well as related goods and services suppliers.

The Association proudly works with its members to give back to the community having raised over \$400,000 in the past 15 years for BC Children's Hospital and awards its Betty Spalton Scholarships annually to individuals obtaining educations in fields associated with the road building and heavy construction industries.

Kelly Scott, President, BC Road Builders & Heavy Construction Association



Mr. Scott is well known to the industry in Western Canada. He has held senior leadership positions in the heavy equipment industry throughout Western Canada and the UK over the past 35 years. Scott joined the association in 2016 as Vice President. He replaces the recently retired Jack Davidson.

Contact Information:

Kelly@roadbuilders.bc.ca

604-436-0220



Clifford White, Chief Councillor, Gitxaata Nation



Cliff White is the head representative for Gitxaala Governing Council. As Chief, he is responsible for administering and managing Gitxaala Nation. In addition, Cliff serves as one of Gitxaala's negotiators, assisting with securing jobs, education, and training within Gitxaala.

Portfolios: Chief White oversees all portfolios but is directly involved in those of Economic Development and Governance.

Contact Information:

11 Ocean Drive

PO Box 149

Kitkatla BC V0V 1C0

www.gitxaalanation.com

[778-884-1392](tel:778-884-1392)

[604-375-0814](tel:604-375-0814)

Cliff.white@gitxaalanation.com



The International Brotherhood of Electrical Workers (IBEW) is an organization made up of nearly one million men and women just like you – engaged in every type of employment. Their needs and goals are the same as yours; however, they have personal strength and human dignity that come from belonging to a world-respected labour organization which helps its members live better, freer and fuller lives.

The International Brotherhood of Electrical Workers (IBEW) has been a proud part of the Canadian labour movement for over 100 years. We have built our union on our commitment to organize and represent workers; our membership and longevity is proof of that commitment.

The IBEW represents workers in many different industries such as Manufacturing, Telecommunications, Voice Data Video, Utilities, Construction, Maintenance, Motor Shops, Sign Shops, CATV, Radio and Television, Sound and Alarm systems, Railroads, Shipyards, Pulp and Paper Mills, Mining, Tree Trimming, Health Care and Government employees.

Lisa Langevin, Assistant Business Manager, International Brotherhood of Electrical Workers

Lisa received her BA in Psychology from Simon Fraser University. She worked as a coordinator for a behavioural program until burn out began to set in. She changed careers and became an electrician in 2002. Being an electrician is a fantastic and fulfilling career and Lisa has become a passionate advocate to pave the roads to make it accessible to more women. She is co-chair of both the IBEW 213 and BC IBEW Women’s Committees. She is on the executive for the BC Building Trades programs Build Together and the BC Trades Women Society.

Contact Information:

Richard Dowling Centre
1424 Broadway Street
Port Coquitlam, BC V3C 5W2

604.571.5270 | llangevin@ibew213.org

www.ibew213.org



The Ledcor Group of Companies is one of North America's most diversified construction companies, serving the building, heavy industrial, civil and infrastructure, mining, pipeline, power, and communications sectors.

For 70 years, Ledcor and our employees have been committed to supporting the local communities where we do business by investing dollars, sharing expertise, and providing skills training. Our goal is to leave a positive legacy in everything we do - socially, environmentally, and financially.

Thomas (TJ) Nyce, Indigenous Affairs Representative



My name is Thomas (TJ) Nyce, I am a member of Ledcor's Indigenous Affairs Team. Originally from BC's Pacific Northwest, I am Haisla First Nations and proudly Canadian. My goal in working with Ledcor's Indigenous Affairs Team is to further enhance the relationship between Ledcor Industries, our affiliated business partners and the Indigenous communities in which we work. I have a wide range of experience to draw from as my career has spanned multiple industries; s.22

s.22

In each industry, I have worked with Indigenous peoples to support and assist them through the purchasing process, whether it be small or large contractual arrangements. These experiences are truly my strength as they allow me to tap into and understand multiple purchasing channels, habits and trends while at the same time remain connected to Indigenous culture and values. For Ledcor my roles include: Project Coordinator for the Chevron KMLNG project in Kitimat BC (approx. 1 year) and Business Development for Ledcor's Kelowna Building & Structures group (approx. 3 years). Ultimately, the nucleus of my career has been to create and maintain strong, long term, healthy relationships with my peers, colleagues, and clients through positive and productive interactions that strengthen our individual pursuits. I am passionate about health & wellness. the environment.

Contact Information:

1055 W Hastings Street, Suite 1500
Vancouver, BC V6E 2E9

Email Address: Thomas.Nyce@ledcor.com

Phone Number: (250) 491-7105

<http://www.ledcor.com>

Peter Baker, Director, Squamish Nation



Working for the Squamish Nation Education, Employment & Training Department as the Development & Partnership Employment Negotiator, my primary focus is to implement and manage our employment and training opportunities highlighted within our signed agreements with our Nation partners. My primary goal is to develop realistic processes for implementation and execution of training and employment initiatives for our Indigenous people. I also work closely with our education partners and trade industry experts to develop valued trade programs that meet current demand and provide a high likelihood to fulltime meaningful careers for our graduates.

I graduated from University of Victoria in 1989 with a BA (Major: Political Science) and have spent a majority of my professional career focusing on training and development and project management. I have also consulted for number organizations offering my management services in the areas of start up and funding, business plan development, employment and training and process and efficiencies. My services were provided for a variety of hospitality, cultural and special events organizations such as Klahowya Village in Stanley Park (Aboriginal Tourism Association of BC) and 2010 Aboriginal Pavilion (Four Host First Nations - Winter Olympic).

Contact Information:

Email Address: Peter_Baker@squamish.net

BUILD TOGETHER

WORKFORCE DEVELOPMENT

Build Together is a program focused on the recruitment and retention of workers from underrepresented portions of the population

Julia Ballantyne, co-chair

Red seal Refrigeration mechanic

Work for Display fixtures refrigeration

Member of UA516, on the social committee of UA516

Co-chair of Build Together BC, Women of the Building Trades

Director of BC Tradeswomen Society

Contact Information:

Email Address: ^{s.22}

Contact Information:

Email Address: sandrab@wpe.ca

Page 28

Withheld pursuant to/removed as

s.22



Since 1987, Middleton Petroleum Services has provided fuel equipment installation and maintenance in Kamloops and across BC and Alberta. We've worked with a diverse group of clients over the years in both urban settings and remote locations

Margot Middleton, President



Ms. Middleton is the president of Middleton Petroleum Services Ltd. (MPS), located in Kamloops. Operating since 1987, MPS is a contracting business specializing in petroleum systems installations, maintenance and electrical. Margot also serves on the board of the Skillsource Training Organization and is also president of the BC Petroleum Contractors Association, a recently established association to support and move forward initiatives related to petroleum contractors and tradespersons in the industry. She is also Past President of the Board of Directors for Venture Kamloops, a City of Kamloops Business Development Association

Contact Information:

702 E Athabasca St.
Kamloops, BC V2H 1C9
Email Address: ^{s.22}

Phone Number: (250) 372-7742
(250) 318-2132
www.middletonpetroleum.com

Roberta Ellis

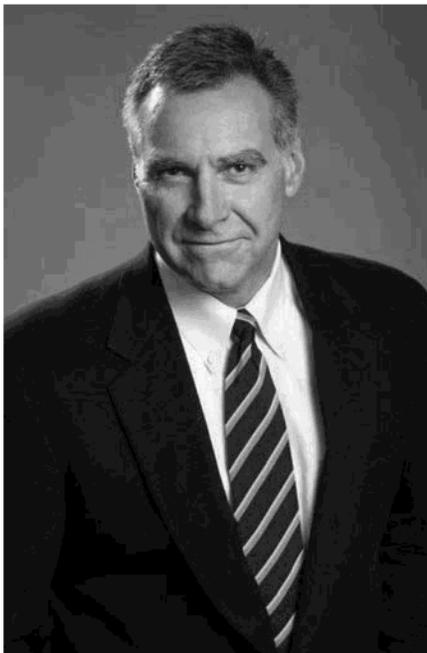
Chair

- First appointed December 14, 2017; current appointment expires Dec 14, 2019
- Committee Memberships: Governance (chair)

Roberta Ellis was the senior vice president of corporate services and human resources at WorkSafeBC. Previously, she was the Associate Deputy Minister of Health (Manitoba) between 1996 and 1999; and the Deputy Minister of Labour (Manitoba) between 1989 and 1993.

In addition, Ms. Ellis has worked as the president and CEO of Aerospace Training Canada International and the president of Economic Innovation and Technology Council. She has acted as Director for the Crown Corporation Employers Association as well as the Canadian Institute for Health Information. Ms. Ellis holds a Diploma in Religious Education, a Certificate in Secondary Education, and a Master of Arts from the University of Edinburgh.

Gary Herman Chief Executive Officer



Gary Herman is Chief Executive Officer (CEO) of the Industry Training Authority (ITA), responsible for the governance, expansion and improvement of B.C.'s industry training system. After joining the organization as Chief Operating Officer in January 2013, he was appointed interim CEO in August the same year, then permanent CEO in August 2014.

Prior to ITA, Gary has served in executive management positions including ThyssenKrupp Fabco, VAE Nortrak and Ebco Industries.

Gary began his career by apprenticing for seven years in three trades and is certified as a Tool & Die Maker and as a Die Sinker (forging). He is also a Certified Manufacturing Engineer and has a Business Administration Diploma and an Executive MBA. In addition, he has recently completed a Directors Education Program through the Institute of Corporate Directors and received his ICD.D designation.

Contact Information

e. gherman@itabc.ca
t. 778.785.2422

Shelley Gray

Chief Operating Officer



Shelley Gray is Chief Operating Officer (COO) for the Industry Training Authority. Shelley is responsible for ITA's overall operational strategy related to customer service, industry relations, training delivery, program standards activities, and Indigenous Initiatives.

Shelley joined ITA in 2013 as the Director of Customer Experience and led the successful launch of the Apprenticeship Advisors program, allocating 15 Apprenticeship Advisors across the province to ensure ITA continues to provide regional support for the trades in BC.

As a result of her strong leadership skills and visionary aptitude, Shelley transitioned into the role of Director of Customer Experience and Industry Relations in early 2017. Shelley was pivotal in building a refined structure for the Industry Relations team.

Shelley's portfolio includes over 20 years of experience in customer centric organizations, during which she has held several senior leadership positions.

Shelley has a Bachelor of Arts in International Business from the University of Alberta and a Leadership Development Certificate from the UBC Sauder School of Business. Recently, Shelley completed the INSEAD Executive Leadership Certificate in Driving Value through Business Acumen.

Contact Information

e. sgray@itabc.ca
t. 778.327.5904

Industry Training Authority
800-8100 Granville Avenue
Richmond, BC V6Y 3T6
www.itabc.ca

Customer Service
t 778.328.8700
tf 1.866.660.6011 (within BC)
f 778.328.8701

Corporate Office
t 778.785.2400
f 778.785.2401

BIOGRAPHY

Tim McEwan is Senior Vice President, Policy & Stakeholder Engagement with the Independent Contractors and Businesses Association (ICBA), the leading construction industry association in British Columbia

Over his professional career spanning 25 years, Tim has served in senior executive roles in both the public and private sectors, most recently as Deputy Minister, BC Ministry of Small Business, Red Tape Reduction and Minister Responsible for the Liquor Distribution Branch. Prior to this, from 2012 to 2015, Tim was Associate Deputy Minister, BC Ministry of Jobs, Tourism and Skills Training and Minister Responsible for Labour where he established and led the Major Investments Office, a cross-government initiative to expedite major resource and development projects through complex permitting and approvals processes.

Tim also served as President and CEO of Initiatives Prince George Development Corporation (2008-2012), the economic development authority for Prince George, BC, and led the implementation of a strategic plan to strengthen Prince George's economic leadership role in BC and externally. He was also founding Executive Director (Assistant Deputy Minister) of the BC Progress Board (2001-2006), a Board of blue chip CEO's mandated to benchmark BC's economic performance and to provide strategic advice to the Premier.

Early in his professional career, Tim worked eight years for the Business Council of BC in policy advocacy and operational positions, including a key leadership role in the landmark BC Business Summit initiative between 1999 and 2001.

Tim has served as a director on numerous government, industry and charitable organizations. He is a past member of both the Deputy Ministers Council of BC and the Board of Governors of the Business Council of British Columbia.

Tim holds a B.A. and M.P.A, both from University of Victoria, and resides with his wife Cynthia in Tsawwassen, BC.



Founded in 1944, Houle prides itself on a tradition and reputation of excellence for our industrial, commercial, institutional, and residential customers. Over its lifetime and even today, Houle continues expanding its services to provide clients with as close to a one-stop shop building and development experience, as possible. Houle's offerings and expertise include design-build/design-assist, cost budgets, project management, construction management, installation and retrofitting, as well as 24-hour emergency and on-call service to businesses and home owners. Houle serves the entire province of BC, with regional offices in Greater Vancouver, Victoria, Nanaimo, Prince George, Kamloops, Kelowna, and Kitimat.

Robert Lashin



Robert joined Houle in 1973 as a Junior Estimator and Project Engineer and went on to become a Project Manager and Chief Estimator. In 1980, he was one of 12 employees to purchase the company.

Robert has invested countless hours to serve on various industry boards and committees to further both the safety regulations and business opportunities for BC. Robert is a current Board of Director for the Construction Labour Relations Association of BC and the Western Joint Electrical Training Society. He is a past Chair of the Electrical Contractors Association of BC, Director and past Chair of the BC Construction Association, and a past Director and past Chair of the Vancouver Regional Construction Association (VRCA). He also served as Director of the BC Safety Authority and past Director of the Aboriginal Skills and Employment Partnership.

In 2011, Robert received the prestigious VRCA Lifetime Achievement Award for his contributions to the industry. The following year, he received the Queen Elizabeth II Diamond Jubilee Medal in recognition for his contribution to the construction industry. Robert is an Electrical Engineer registered with the Association of Professional Engineers of BC.

Contact Information:

300A - 2261 Keating Cross
Saanichton, BC V8M 2A5

Email Address: rlashin@houle.ca

Phone Number: (604) 434-2681

<http://www.houle.ca>

s.22

Apprentice, Carpentry

BIO not available at this time

Contact Information:

Email Address: ^{s.22}

Tim McEwen, ICBA

BIO not available at this time

Contact Information:

Email Address: unknown

Effective Apprenticeship Ratios & Increasing Participation of Equity-Seeking Groups in the Skilled Workforce

Stakeholder Engagement & Discussion Guide

Ministry of Advanced Education, Skills & Training

Labour Market and Information Division

January 15, 2018



Introduction

Apprenticeships in the skilled trades are essential to the development of the future workforce. By increasing the opportunities for apprentices to be trained, we will complement current programs provided by the Province to help ensure we're also building the capacity of people and training tomorrow's workforce.

Over the next three years, the B.C. government plans to invest more than \$14.6 billion in taxpayer-supported capital projects – building and upgrading roads, bridges, schools, hospitals and post-secondary institutions. These government-funded infrastructure projects provide a way to:

- Maximize the value of government spending on infrastructure projects.
- Create employment and training opportunities for apprentices and improve apprenticeship completion rates, delivering a service apprentices can count on.
- Encourage employers to support the training of apprentices through to certification as journeypeople, thereby developing the province's future workforce.
- Establish methods to increase employment opportunities in the skilled workforce for people that have historically had high underemployment or unemployment, such as Indigenous people and women, helping ensure future workforce needs will be met.

Provincial capital construction projects present a diverse, consistently funded, and well-regulated opportunity to support apprenticeship training.

Maximizing Capital Spending through Effective Apprenticeship Ratios

To help the Province maximize the value of provincial spending on public infrastructure projects, the Ministry of Advanced Education, Skills and Training (the Ministry) is developing a policy to implement effective apprentice ratios on government-funded infrastructure projects and increase the participation of equity-seeking groups in the skilled workforce¹ (the proposed policy).

The Ministry is engaging with stakeholders to discuss this policy development and obtain information, advice and guidance on the following topics:

- Defining what makes an apprenticeship ratio "effective".
- Understanding the implications of different ways the proposed policy on effective apprenticeship ratios could be implemented.
- Identifying processes to determine appropriate levels of apprentices (ratios) on public projects.
- Options to increase the participation of equity-seeking groups in the skilled workforce.

Feedback collected through this engagement process is part of a broader policy development process.

Engagement Process

The Ministry's initial engagement process consists of three direct meetings with key stakeholders:

¹ Minister of Advanced Education Skills and Training mandate letter: <https://www2.gov.bc.ca/assets/gov/government/ministries-organizations/premier-cabinet-mlas/minister-letter/mark-mandate.pdf>
January 15, 2018

1. **Initial meeting** – January 19, 2018: Facilitated discussion on how to define an “effective” ratio; ways to implement ratios; a process to determine how to set ratios across trades and project types; options to increase participation of equity seeking groups.
2. **Half-day working session** – February 2018: working group to recap and develop common themes from session 1; discuss options.
3. **Final meeting** – March 2018: Face to face meeting -- summary of what we heard; final comments from stakeholders; discussing government’s next steps.

Engagement Session Participants

Stakeholder engagement participants include representatives from:

- Major industry and union associations involved in the construction trades, apprentice- sponsorship and trades-training system to provide insight into current practice.
- Contractors who work on public sector projects who can advise on how proposals could apply in practice.
- Individuals reflecting groups of people who could benefit from the policy, including apprentices, women in trades, and Indigenous people in trades.

Engagement session participants have also been selected to provide a mix of urban and rural project perspectives, and private and public apprenticeship training perspectives.

1. **Hon. Melanie Mark — Government of British Columbia – Chair²**
2. Jud Martel, BC Building Trades (on behalf of Tom Sigurdson, BC Building Trades)
3. Lindsay Langill, Independent Contractors and Businesses Association
4. Laird Cronk, BC Federation of Labour
5. Rieghardt Van Enter, Progressive Contractors Association
6. Clyde Scolan, Construction Labour Relations Association
7. Larry Richardson, Christian Labour Assn. of Canada
8. Kelly Scott, BC RoadBuilders
9. Lisa Langevin, IBEW, Women in Trades
10. Julia Ballantyne, BuildTogetHER Co-Chair
11. Peter Baker, Director, Squamish Training Centre
12. Clifford White, Chief, Gitxaala Nation
13. Thomas Nyce, Indigenous Affairs Representative, Ledcor
14. Robert Lashin, Houle Electric
15. Margot Middleton, Middleton Petroleum Services (Kamloops)
16. s.22 Apprentice, Sheet Metal
17. s.22 Apprentice, Carpentry
18. Roberta Ellis, Board Chair, Industry Training Authority

² The Assistant Deputy Minister, Labour Market and Information Division will chair the meeting in the absence of the minister.
January 15, 2018

Scope

Defining the scope helps ensure discussions are relevant to implementing effective apprenticeship ratios on provincial government-funded infrastructure and identifying ways to increase the participation of equity-seeking groups in the skilled workforce.

In Scope

- **Trades:** Red Seal construction trades offered in B.C.³
- **Projects:** Provincial government-funded infrastructure refers to capital construction projects funded or managed by B.C. government ministries, as well as boards of education, health authorities, and public post-secondary institutions. The proposed policy will also extend to B.C. Hydro. Future policy development may consider expanding the policy to the full provincial public sector, such as other Crown corporations and agencies.

Out of scope

- **Compulsory Trades policy:** Consideration of the re-introduction of compulsory trades and/or apprentice-to-journeyman ratios (where there is a requirement for a specific number of apprentices to be supervised by a specific number of journeymen). Government recognizes there is a desire to contemplate compulsory trades and is currently conducting a separate review process through 2018-19.
- **Related work by other government ministries:** consideration of apprenticeship ratios on government infrastructure projects intersect with the work of other ministries. The Ministry of Advanced Education and Skills Training is coordinating its policy development across ministries and the broader public sector.

³ See Appendix B for full list of the Red Seal Trades offered in B.C.
January 15, 2018

Discussion Guide

Purpose

This discussion guide sets out common reference information and poses specific questions to guide effective stakeholder engagement sessions which will inform the best way to implement effective apprenticeship ratios on public infrastructure projects.

Invitation for Written Submissions

Written responses to the discussion questions are welcome by **February 7, 2018**, and may be submitted to Samantha.Gysbers@gov.bc.ca. Responses to the discussion guide questions will be considered in the development of the final meeting materials and the proposed policy to implement effective ratios.

Submissions in response to this discussion guide are subject to the *Freedom of Information and Protection of Privacy Act*.

Current Situation — Apprentices on Public Projects Today

In July 2015, the Government of B.C. introduced a policy that requires prime contractors and subcontractors to hire and train an apprentice on government-funded infrastructure projects valued at over \$15 million where the primary scope of work is in one of the 49 Red Seal trades⁴ offered in B.C. Contractors must demonstrate they are engaged in apprenticeship training, use apprentices on the worksite, and report quarterly on the use of apprentices relative to their project.

The current policy applies to all infrastructure projects funded or managed by Provincial ministries, school districts, health authorities, public post-secondary institutions, and BC Hydro. As of January 12, 2018, more than 256,000 apprentice hours⁵ have been worked on the 31 in-scope capital infrastructure contracts that have reported under the policy.

Known Challenges

While several elements of the current policy work well, there are shortcomings and opportunities to improve it to maximize the value of government capital spending:

- **No minimum requirement for apprentice employment:** One apprentice per contractor on a public infrastructure is enough to satisfy the current policy, although in many cases there are more apprentices working on these projects. The policy does not provide incentive to substantially increase the number of apprentices being trained.
- **Insufficient data:** Under the current government policy, contractors provide data to government on the hours worked by apprentices, but not in relation to the total workforce hours on the project which is needed to establish baseline apprenticeship ratio data. Further, there is no data from another Canadian jurisdiction that would establish a baseline ratio, because other jurisdictions have compulsory trades and legislated ratios. As a result, government does not have data showing the extent to which public infrastructure projects are currently supporting apprentices, and it is unclear

⁴ See Appendix B for full list of BC's Red Seal Trades.

⁵ Approximately the equivalent to 123 full-time, full year jobs. Four projects had not reported their numbers when this guide was finalized.

whether there is capacity to increase apprenticeship opportunities without impacting project quality or worker safety. This lack of baseline data makes it challenging to determine what would be an effective ratio.

The Next Step—Effective Apprenticeship Ratios on Government Projects

The following four sections explore areas where government is seeking advice and guidance to develop its proposed policy to implement effective apprenticeship ratios on public infrastructure projects.

1. Determining what “Effective” Means in the Context of an Apprenticeship Ratio

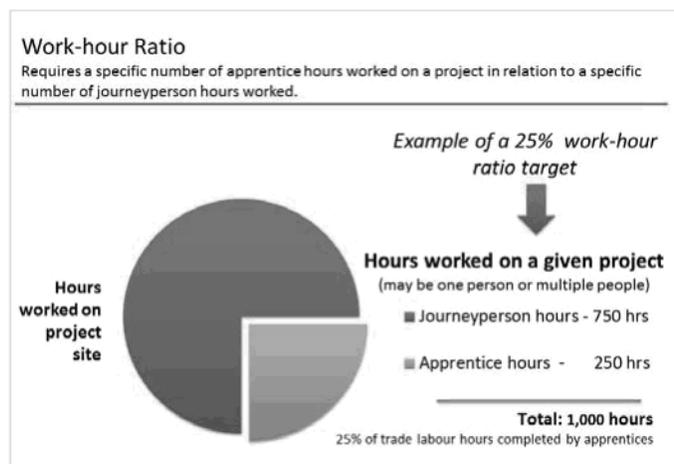
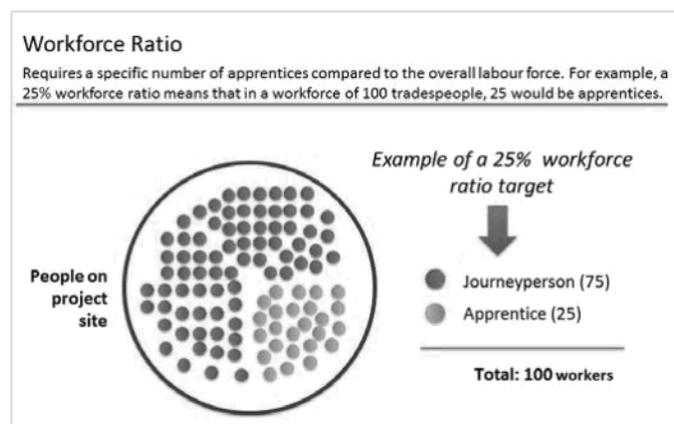
1.1 The Structure of an Apprenticeship Ratio

An apprenticeship ratio could be calculated by tracking the number of different kinds of workers on each government project (workforce), or tracking the hours worked of different workers (work-hour ratio)⁶:

- a) **Workforce Ratio:** requires a specific number of apprentices compared to the overall labour force (or to journeypersons). For example, a 25 percent workforce ratio would mean that in a skilled trades workforce of 100 workers, 75 would be journeypersons and 25 would be apprentices.

OR

- b) **Work-hour Ratio:** requires a specific number of apprentice hours worked on a project related to a specific number of tradesperson hours worked. For example, a work hour ratio of 25 per cent would mean that for every 1,000 hours worked on a project, 750 hours would be attributable to journeypersons, and 250 hours would be attributed apprentices. The number of apprentices who work those 250 hours doesn’t matter for the purposes of this ratio calculation.



Implementing a ratio based on work-force or work-hours may have different outcomes. A work-force ratio may lead to more individual apprentices on a worksite, while a work-hour ratio may lead to more hours being worked by apprentices, regardless of the number of individuals on the project.

The public sector, as the project owner, procures construction services on the basis of labour hours rather than the size of the on-site workforce; therefore a work-hour ratio approach may be easier to track and verify.

⁶ See also Appendix C for full size illustrations.
January 15, 2018

When looking at the following discussion questions, remember that government's overarching goal is to increase opportunities for apprentices by establishing effective apprenticeship ratios on public sector projects, and increase participation of equity-seeking groups in the skilled workforce.

Discussion Questions - Structure of An Apprenticeship Ratio

- 1. Comparing the work-hour ratio approach to the workforce ratio approach – what are the implications (if any) between the two approaches in terms of increasing the number of apprentice sponsors?**
- 2. Comparing the work-hour ratio approach to the workforce ratio approach – what (if any) health and safety, product quality, and public safety considerations should be noted? Please provide specific examples /data to support safety concerns if possible.**
- 3. Comparing the work-hour ratio approach to the workforce ratio approach – how does each approach influence opportunities for apprentices, including but not limited to: effective training time, and support for a path to completion and sustainable employment?**

1.2 Ensuring Worker Safety and Project Quality

An effective ratio supports workplace health and safety, quality construction, and public safety.

- **Workplace Health and Safety:** the type of ratio used may influence workplace health and safety differently, and the type of ratio chosen should ensure apprentices are not overly vulnerable to workplace accidents.
- **Product Quality and Public Safety:** the type of ratio used should ensure an appropriate quality of work, craftsmanship and public safety.
- **Other:** Are there other safety related implications that should be considered in setting “effective” apprenticeship ratios?

Discussion Question – Worker Safety & Project Quality

- 4. What are the key workplace health and safety, product quality, and public safety issues associated with the proposed policy for effective apprenticeship ratios? And how should these issues be addressed?**

1.3 What Would be “Effective” at Increasing Apprenticeship Opportunities

An effective apprenticeship ratio is one that supports an increased number of apprenticeships, leading to more skilled trades workers including greater participation by women, Indigenous people, and other equity seeking groups in the skilled workforce.

- **Apprentice Completion:** If we don't improve apprenticeship completion rates, increasing the number of apprentices being trained on public infrastructure projects will not adequately contribute to meeting the province's future workforce needs. An “effective” ratio is one that

keeps apprentices engaged to the end of the training program, equips them to pass their certification exam, and supports improved apprentice completion rates.

- **Project Timeframes:** The short-term nature of construction projects may only offer apprentices short-term employment opportunities, making completion and certification more challenging without effective employer sponsor support. An effective ratio on larger public-sector projects should support longer term employment for apprentices and lead to improved completion and certification rates.
- **Increasing the Number of Employer Sponsors:** increasing the number of employer sponsors could broaden the number and scope of opportunities for apprentices. Consideration should be given to an apprenticeship ratio scenario that encourages current and new employers to support apprentices through to completion of their training.
- **Training:** Apprentices need to cover a range of activities in their work experience. Large public infrastructure projects that employ apprentices will have a variety of types of work which may help apprentices fulfill their work experience requirements. An effective ratio needs to ensure there is adequate and appropriate work for apprentices to get the experience needed.
- **Impact on Workforce and Productivity:** The proposed apprenticeship ratio policy needs to consider unintended workforce consequences carefully to avoid such situations as apprentices or journeypersons being laid-off in order for a contractor to meet a work-hour or workforce ratio, or that journeypersons or apprentices are hired near completion of their apprenticeship (ie. Level 4 versus levels 1 or 2) to maximize productivity.
- **Geographic Implications:** The proposed ratio policy needs to consider the potential challenges of meeting the ratio in different parts of the province where skilled labour or apprentices may be in shorter supply.

Discussion Question – Effective at Increasing Apprenticeship Opportunities

5. **How should the factors in 1.3 above be addressed in the proposed policy to ensure there are more opportunities for apprentices and to support a path to completion and sustainable employment for apprentices?**

1.4 Defining “Effective” in Terms of Cost to the Project Owner and Contractors

The “effectiveness” of an apprenticeship ratio needs to be reasonable to implement in a cost-conscious environment. The proposed policy must balance the benefits of effective ratios against regulatory burden and cost for both contractors and government:

- Excessively burdensome requirements could deter employers from bidding on contracts, may increase contractor costs which would reduce business margins and/or increase costs to taxpayers.
- Apprentices at levels 1 and 2 may not be as proficient at all tasks and require more supervision, particularly if they’re new to the trade. Employers may compensate for this lower productivity by increasing the overall workforce, which increases costs to contractors and the project owner; or by preferring to hire apprentices at higher levels, which impacts opportunities for newer apprentices.
- Availability of apprentices varies across the regions of the province. To meet an apprenticeship ratio target in some regions may have additional costs.

Discussion Questions – Effective Cost to Project Owners and Contractors

- 6. Including the issues identified in 1.4 above, what challenges (e.g. extra administration) could an apprenticeship ratio policy create for a contractor or sub-contractor, and how could these be addressed?**

2. Ways to Implement Effective Apprenticeship Ratios on Government Projects

The Ministry has identified three approaches to implement effective apprenticeship ratios for provincial infrastructure. These could be used independently or in combination.

Approaches that work well for large, expensive, or highly complex projects may not work as well for smaller projects. For this reason government's current policy only applies to projects valued at \$15 million+ and sub-contracts of \$500,000+. Choosing different implementation approaches for different project sizes and/or types may be appropriate in determining an "effective" ratio policy.

2.1 Provide Incentives, Supports, and Public Reporting

Apprentice training opportunities can be increased by promoting the value of apprentice ratio targets and the employment of equity-seeking groups, and encouraging employers/sponsors through incentives and public reporting to meet and exceed them. This method could:

- Offer targeted financial support to employers to encourage the meeting effective ratios, for example: grants, tax credits, wage subsidies, or other types of rebates/incentives.
- Provide workforce planning support to help employers realize the value of using apprentices – for example establish consortia/group training models across sectors targeting various trades and apprentices, including equity-seeking groups or introducing mentorship programs for journeypersons to further support effective apprenticeship training.
- Set up systems to support the recruitment and hiring of apprentices on public sector projects.
- Collect data on projects where ratios have been set and report publicly – for example, highlighting the successes realized and encouraging further uptake on other projects.
- Other incentive, support, or reporting measures suggested through stakeholder engagement.

Discussion Question - Incentives, Supports, and Public Reporting

- 7. Using incentives, supports or public reporting, how could government further encourage or support increased employer sponsorship of apprentices, improved apprentice completion, and participation of equity-seeking groups in the skilled workforce? Are there any risks associated with using these measures?**

2.2 Set Requirements in Procurement Process and Contract Terms

Specific requirements and objectives could be established in bid documents and government's procurement process to expand effective opportunities for apprentices and equity-seeking groups, including giving preference to employers that commit to meet specific requirements. These requirements could include:

- Setting defined ratios in the bid documents that require Industry Training Authority registration and define the ratio of apprentices that must be employed on the project.
- Awarding preferential points for bids that meet defined ratios.
- Setting contract reporting prerequisites including data requirements where ratios have been introduced and report publicly.
- Setting requirements that employers promote apprenticeship opportunities, such as specifying employers demonstrate their support for apprenticeship through a history of completion and awarding extra points for taking apprentices to certification. This could be phased in over time providing employers a window to progress in meeting requirements.

Discussion Question - Procurement Process and Contract Terms

- 8. What challenges and opportunities are associated with using the procurement process to implement effective apprenticeship ratios? What factors should be considered when looking for specific contract terms to increase opportunities for apprentices and increased participation of equity-seeking groups?**

2.3 Set Requirements through labour procurement agreements on publicly funded projects

Labour procurement agreements have been used on publicly funded construction projects to complete projects and achieve broader objectives like more training and work opportunities for apprentices and equity seeking groups.

Discussion Question - Procurement Process and Contract Terms

- 9. What challenges and opportunities are associated with using a labour procurement agreement approach to implement effective apprenticeship ratios?**

Discussion Question – implementation approaches for different project sizes and/or types

- 10. The government’s current policy applies to projects costing \$15 million and sub-contracts worth more than \$500,000. In considering the three approaches above to implement ratios, would this threshold be too low, too high, or are there other options to consider?**

3 Establishing a Process to Determine the Ratio Target Number

While the government’s current policy requires contractors to report the hours worked by apprentices on government-funded infrastructure projects, there is no data reported on the total number of hours worked to calculate a ratio of apprentice-hours. Without this information there is no reliable way to assess what target ratio would be effective.

In the absence of base-line data, setting a ratio target too high could impact worker safety, project quality, or cost. Conversely, setting a ratio target too low could mean little improvement in the training, mentorship or completion of apprentices.

Every project is different and could have a different “effective” ratio in terms of safety and other desired outcomes. Determining the right ratio target for each individual project would be impractical and cost

prohibitive; however, setting a single aspirational target for all projects may not be sufficiently enforceable to have meaningful results.

Because of these complexities, it would be best to define a process to develop appropriate ratios through consultation and / or pilot projects with willing stakeholders, rather than establish a definitive target at the outset.

Discussion Questions on the process to determine the ratio target

11. In addition to consultation and pilot projects, are there are other ways to identify ratio targets that government should consider?

12. What factors should be considered in developing a process to determine ratio targets?

4 Increasing Participation of Equity-Seeking Groups in the Skilled Workforce

In addition to introducing “effective apprenticeship ratios on government-funded infrastructure projects,” the Ministry is also mandated to “increase participation of equity-seeking groups in the skilled workforce”. Equity-seeking groups can be defined as people that have historically had high underemployment or unemployment, for example, Indigenous people, women, people living with disabilities, and recent immigrants to Canada, among others.

The Ministry’s most recent Labour Market Outlook⁷ shows today’s workforce is now largely made up of workers who came of age after the baby boomers. The next generation of workers is now in their early 20s, and they represent the bulk of people who will enter the workforce over the next decade.

One source of additional workers is in equity-seeking groups. By providing the right social supports many underemployed individuals will be able to join or re-join the labour force. If labour demand continues to grow as expected and education and skills training programs continue to be made available to reduce barriers to employment, more people will be drawn into the labour force.

While there are a different ways we can increase the participation of equity-seeking groups in the skilled workforce, for example through targeted employment and training programs, we can also leverage government-funded infrastructure to increase training and employment opportunities for these groups.

Discussion Question — ways to increase participation of equity-seeking groups in the skilled workforce

13. What measures, including incentives, supports or requirements could help increase employment of equity-seeking groups in the skilled workforce?

⁷ Ministry of Advanced Education Skills and Training, Labour Market Outlook, available at: https://www.workbc.ca/getmedia/66fd0e7c-734e-4fcb-b1a6-0454862525a6/BC_Labour_Market_Outlook_2017_Edition_Nov_2017.PDF.aspx January 15, 2018

Appendix A: Glossary of key terms in this guide and common terms in industry

Apprenticeship – A type of industry training that combines work-based training and experience with components of institutional training and that leads to a provincial and/or national industry training credential.

Apprentice – A person who registers with the Industry Training Authority in order to participate in an Apprenticeship program with the intent of obtaining a Certificate of Qualification.

Apprentice Ratio – Regulations that determine the number of apprentices who may be sponsored in relation to the number of journeypersons. There are essentially three types of ratio – the workforce (apprentices employed), work-hour (hours apprentices have worked), and the trade specific Journeyperson-to-apprentice ratios.

Certificate of Qualification – The credential awarded by the ITA to individuals who have met the requirements of an industry training program either through completion of a formal apprenticeship program or through a challenge process. When a Certificate of Qualification is earned in a Red Seal Trade, a Red Seal endorsement is added to the credential.

Challenger – Individuals who have not participated in a formal apprenticeship program in Canada, but who have been assessed and approved to undergo final certification requirements based on prior experience and existing skills.

Completion Rates – The percentage of total completed apprenticeships out of total new starts from the same cohort. This is an indicator of the number of apprentices successfully completing apprenticeship programs.

Compulsory Trades – A designated trade that requires individuals to be either a registered apprentice or a certified trades worker in order to legally work in the occupation.

Consortium/Group Trainer – A collection of employers and organizations which, amongst themselves, can offer sustainable employment and training to an apprentice. The consortium allows member employers to offer and receive apprentices as new projects open and close, which allows the apprentice continual employment.

Discontinuer – An apprentice that ends his or her training prior to the completion of the program either by choice or by circumstance.

Employer Sponsor – A qualified individual or other legal entity (often, but not necessarily, an employer) that commits to ensuring that an apprentice receives work-based training relevant to his or her industry training program, and under the direction of one or more qualified individuals.

Equity Seeking Groups – Equity-seeking Groups may be defined as women, members of visible minorities, Indigenous peoples, persons with disabilities, newcomers to Canada, and others from groups that have been identified as often being excluded from the economy and political decision-making.

Foundation Programs – Pre-apprentice programs aligned with apprenticeship programs to offer entry level training through which participant can earn credit for level 1 technical training without needing an employer sponsor.

Industry Training Authority – The Industry Training Authority (ITA) is a **Crown corporation** that 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, fund programs, set program standards and increase opportunities in the skilled trades.

Industry Training Program – Any of a number of occupation-specific programs involving defined competencies and standards, assessment tools and a credential to be awarded upon successful completion. Includes both apprenticeship and foundation programs

Journeyman (Certified Trades Worker) – Once an apprentice has completed the apprenticeship program and/or successfully passed the Certificate of Qualification exam and, in some cases, the Inter-Provincial Red Seal exam, they become a certified journeyman.

Pilot Project – A small scale preliminary study conducted in order to evaluate the feasibility, time, cost, adverse elements, and areas of improvement upon the study design prior to its full scale implementation.

Labour Procurement Agreement – A pre-hire collective bargaining agreement with one or more labour organizations that establishes the terms and conditions of employment for a specific project.

Public Infrastructure – Basic physical and organizational structures and facilities (e.g. schools, buildings, roads) needed for the operation of a society. Also known as government/public capital, it is owned by the public and operates for public use.

Public Sector (Provincial) – The sector of the economy controlled by government. At a provincial level this includes school districts, health authorities, public post-secondary institutions, and Crown corporations, which deliver services as healthcare, public education, transit, and many forms of infrastructure (highways, bridges, schools, health facilities, large-scale hydro generation and electricity transmission, etc.).

Red Seal – A standardized national endorsement for specific trades that enables greater mobility. Upon successful completion of an Inter-provincial Red Seal exam, a nationally recognized red seal endorsement is added to the provincial Certificate of Qualification.

Sector Advisory Group (SAG) – An organization of trades worker employers within a certain sector that advise government and offers services to sector businesses.

Skilled Trades – Careers whose labour component requires specific training and skill, such as a carpenter, tile-setter, or an electrician. Skilled trades require both trained expertise and physical aptitude.

Skilled Workforce - A segment of the workforce with a high level of skill that creates significant economic value through the work performed (human capital). Skilled Labour is generally characterized by high levels of education and high wages.

Stakeholder – A person, group, or organization that has a vested interest or concern in an organization’s decision make process. Stakeholders can affect or be affected by the organization’s actions, objectives, and policies.

Sub-Contract – A contract for a company or person to do work as part of a larger contract or project.

Technical Training (Classroom) – Institution-based component of industry training programs that is intended to provide apprentices with a combination of theoretical knowledge and practical skills to complement their work-based training.

Training Provider – An individual or organization that provides training services and has been designated by the ITA. Training may be provided by private trainers, employer organizations, unions, and post-secondary institutions.

Work-based Training (On-the-job) – Training that occurs in the workplace that provides practical experience and exposure to the needs of the industry and prepares apprentices for employment in the trades.

Workforce Hours – The hours contributed to economic activity by a particular segment of the workforce, or the summation of hours worked by each individual across the workforce.

Appendix B: B.C.'s accredited Red Seal Trades

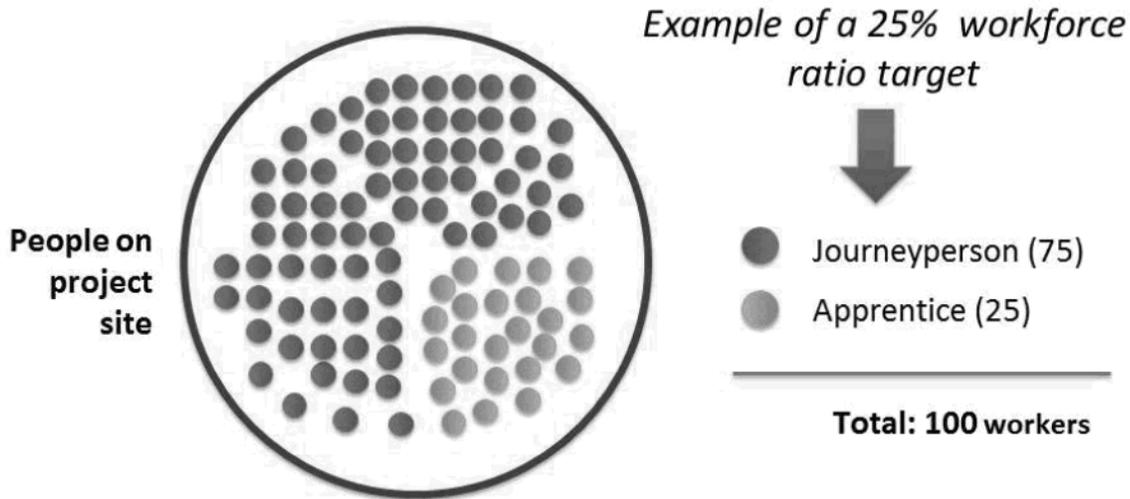
The following red seal trades are designated as accredited program in BC:

- Agricultural equipment technician
- Appliance service technician
- Automotive painter;
- Automotive service technician;
- Baker;
- Boilermaker;
- Bricklayer;
- Cabinetmaker;
- Carpenter;
- Concrete finisher;
- Construction craft workers
- Construction electrician;
- Cook;
- Electric motor system technician;
- Floor covering installer;
- Glazier;
- Hairstylist;
- Heavy duty equipment technician;
- Industrial electrician;
- Industrial mechanic (millwright);
- Instrumentation and control technician;
- Insulator (heat and frost);
- Ironworker (generalist);
- Ironworker (reinforcing);
- Ironworker (structural/ornamental);
- Lather (interior systems mechanic);
- Landscape horticulturalist
- Machinist;
- Metal fabricator (fitter);
- Mobile crane operator;
- Motor vehicle body repairer (metal and paint);
- Motorcycle & power equipment technician
- Oil heat systems technician;
- Painter and decorator:
- Partsperson;
- Plumber;
- Powerline technician;
- Recreation vehicle service technician;
- Refrigeration and air conditioning Mechanic;
- Rig technician;
- Roofer;
- Sheet metal worker;
- Sprinkler system installer;
- Steamfitter-pipefitter;
- Tilesetter;
- Tool and die maker;
- Tower crane operator
- Transport trailer technician;
- Truck and transport mechanic;
- Welder.

Appendix C – Work-hour vs. Work-force Ratios

Workforce Ratio

Requires a specific number of apprentices compared to the overall labour force. For example, a 25% workforce ratio means that in a workforce of 100 tradespeople, 25 would be apprentices.



Work-hour Ratio

Requires a specific number of apprentice hours worked on a project in relation to a specific number of journeyperson hours worked.

