



## Registrar's Report to the Members – July/August 2013

### **1. Human Resources Update**

#### Staffing

To date the College has maintained staffing at approximately 104 employees including all permanent and contract positions. The College currently has 23 vacancies, the majority of which are in Member Services. We have recently hired a Director of Policy and Standards, a Desktop Support Analyst, Stakeholder Relations Officer, and a Program Support Analyst.

### **2. Project Planning and Key Deliverables**

The majority of key deliverables scheduled to be completed by the end of Q1 and Q2 in 2013 have now been completed. The performance measures for each program area have been moved to Q3 to better align with the revision of the College's strategic plan. The attached **Appendix A** provides an update on the key deliverables as of July 1, 2013 with the updated items indicated in bold.

### **3. Communications & Marketing Update**

*Website Re-Launch:* The website has undergone a complete re-build and has been officially launched. The site has been re-branded to match with branding on the College's promotional products and re-designed to include better user access and more interactive features. The website, which has a much cleaner look and feel, also includes an internal search function.

*Outreach to Voluntary C of Q Holders/Employers:* The College is reaching out to those who hold Certificates of Qualification in the voluntary trades as well as employers of apprentices and journeypersons by means of a mass mailing.

*Promotional Video (production during the summer of 2013):* This is a video presentation about the College. It will contain testimonials from stakeholders and a high level summary about the College. We will endeavour to include on-site footage and brief interviews with stakeholders and staff. It will be used at the Stakeholder Dialogue Sessions and re-used as an introduction when our spokespersons attend speaking engagements.

*Print Campaign – Trade Publications (beginning summer – fall of 2013):* The College will begin to post ads in trade publications across the province.

*Skills Canada-Ontario outreach to secondary schools –* The College has embarked on a partnership with Skills Canada-Ontario in their planned outreach to secondary school students, beginning this fall. The College will be featured in the resource booklet *Skills Work!*. The College will also be contributing to the slide presentation that will be circulated as Skills Canada-Ontario tour high schools.

*Stakeholder Dialogue Sessions (late-September):* These will be held in regions across the province. This will be followed by an open Q and A session – questions from the audience and key staff to respond. The promotional video will also be launched at these sessions.

#### **4. Compliance & Enforcement**

Enforcement Officers continue to make their presence known throughout the province. About 500 site visits were conducted at a rate of approximately 14 visits per day. As many of the sites have little or no understanding of the College, the visits tend to be of a longer duration given the lack of knowledge of both employers and workers. Emphasis remains on promotion but consequences associated with non-compliance are also a topic of discussion. The visits were split relatively evenly between the Construction, Motive Power and the Service sectors.

Call center activity related to potential non-compliance is increasing monthly as word spreads about the College and its enforcement role. Several investigations have been initiated based on these incident reports. Recruitment of an additional Enforcement Officers and other Division staff is proceeding as planned.

#### **5. Trade Board Update**

There were 24 Trade Board meetings scheduled during June and July 2013. The breakdown by trade sector is as follows: Construction, 10; Motive Power, 4; Industrial, 7; and Service, 3. The Developmental Service Worker Trade Board met in June for its first orientation meeting.

Members continue to be provided with updates on the College's activities, and informed on policy as well as regulatory changes such as the amendments to Minister's Regulation 421/12. Trade Board Members are particularly interested in hearing about the enforcement strategy, plans for media and marketing and the membership process. As a good number of the Trade Boards have met over an entire year, there are now more trade specific issues being raised.

Trade Board discussions across the sectors continue to raise questions and requests in relation to the role of the College and/or the needs of the trades. The following lists some of the questions, requests and topics raised by Trade Boards and other Stakeholders:

- *Request for large scale messaging from the College's Communications department*
- *Scopes of Practice concerns*
- *Benefits and/or incentives for membership for the voluntary trades*
- *Reclassification*
- *Trades equivalency assessment for trades without examinations*
- *Alternate assessment options for trades' equivalency (trades with examinations)*

## **6. Standards Department Update**

Program Coordinators continued to work on Red Seal Inter-Provincial activities. Ontario, as the host province for Tower Crane Operator and Automotive Service Technician, released the new Inter-provincial examinations in June.

Under the Canadian Council of Directors of Apprenticeship's (CCDA) "Strengthening the Red Seal" initiative, the Foreign Qualification Recognition (FQR) Technical Committee has put together a Task Group which has begun working on developing common approaches and tools for the assessment of foreign-trained workers.

Through the Standards department, the College will be supporting a Human Resources and Skills Development Canada (HRSDC) proposal by the Canadian Apprenticeship Forum (CAF-FCA) under the Sectoral Initiatives Program (SIP), related to apprentice skills shortages. A commitment was made and a partnership form was completed as part of the proposal package on June 21, 2013 for the College to support the CAF-FCA in organizing their proposed forum.

The Standards department completed a response on behalf of Ontario to a National Survey (through the Interprovincial Standards and Examinations Committee) on Interventions and Accommodations (both learning supports during an apprenticeship and exam accommodation). The purpose of this survey was to glean information from all jurisdictions on the existing interventions and accommodations offered so that a larger dialogue on needs and issues could be initiated and best practices could be identified.

The Standards workflow and approval process has been finalized and the first standards are going through the process: Developmental Services Worker Curriculum Standard, Carpenter Apprenticeship Training Standard, Agricultural Equipment Technician Apprenticeship Training Standard, Small Engine and Marine Technician Curriculum Standard and Autobody Collision and Damage Repairer Apprenticeship Training Standard. The exemption exams for Information Technology Contact Centre Trades – 634A, 634D, and 634E were released at the end of June.

A Steering Committee has been formed for the proposed new trade, Diesel Engine Mechanic, and terms of reference have been created for the committee.

Curriculum Standards, Training Standards and Schedules of Training have been formatted for display on the College website. Approximately 85% are available.

## 7. Membership Update

The end of June marked the end of the first operating quarter for membership services. Client contact volumes across all channels have continued to exceed all expectations and have resulted in customer service levels well below required performance. Our primary focus remains on implementing improvements to address two critical performance indicators: calls turned away and calls abandoned. To that end, the team is working on efforts to drive self-serve usage, improve agent productivity and add additional resources as required to establish an acceptable baseline.

The table and charts below provide an overview of membership activity for the quarter:

OPERATIONAL ELEMENT	APR	MAY	JUN
<b>Core Membership Activity</b>			
Active Members	282,469	283,610	283,313
Memberships Renewed	-	14,635	34,763
Memberships Cancelled	404	638	1,080
New Members	329	839	1,373
<b>Trade Qualifications</b>			
Apprentices	95,297	95,555	93,918
Apprentices (Pending)	790	1,868	2,364
Journeyman Candidates	2,617	3,752	3,855
Journeyman	215,057	212,072	218,355
Employers/Sponsors	-	-	-
<b>Payment Processing Activity</b>			
Initial Membership Fee	\$ 43,731	\$ 95,718	\$ 122,090
Annual Membership Fee	\$ 101,349	\$ 1,676,294	\$ 2,042,896
Exam Fee	\$ 341,712	\$ 312,319	\$ 230,737
Total Revenue Processed	\$ 486,792	\$ 2,084,331	\$ 2,395,723
<b>Call Activity</b>			
Calls Offered	22,144	29,051	25,716
Calls Answered	13,322	20,684	17,775
Calls Abandoned	8,822	8,367	7,941
Abandoned Rate	39.8%	28.8%	30.9%
Hold Time - Avg	9:41	6:52	9:58
Hold Time - Max	2:30:17	1:25:46	0:57:12
Handle Time - Avg	3:14	3:09	3:22

\*Note that the "Core Membership Activity" numbers identify the count of unique people, whereas the "Trade Qualifications" numbers identify the count of unique trade qualifications. In the system, a single OCOT member may have more than one trade qualification.

### ***8. External Consultations/Stakeholder Meetings/Presentations***

Please see **Appendix B** for a chart outing external consultations, stakeholder meetings and presentations that have taken place since June's Board meeting.

### ***9. Ratio Reviews***

Ratio Reviews initiated in the fall of 2012 are now complete. Decisions for 16 groups have been posted on the College website. The remaining Decision reports are scheduled to be posted on the College website in August.

An evaluation of the process will be made with a view to process improvements for the next round of ratio reviews in four years' time.

The new ratios will not come into effect until new Board regulations have been developed and approved by the Government. In drafting the regulation the College is proposing to standardize the language for expressing ratios by using a common format. It is expected that the regulation will be approved by Cabinet and come into effect early in 2014.

**Appendix A**  
**Key Deliverables as of July 1, 2013**

Note: updates are indicated in **bold**

Deliverables	Q1 Jan- Mar	Q2 Apr- June	Q3 July- Sept	Q4 Oct- Dec	Status to Date
<b>Strategic Objectives and Strategies</b>					
<b>Objective 1: To promote the College of Trades and build its membership</b>					
1. Comprehensive communication strategy launched	X				Completed
2. Performance measures re: stakeholder awareness level developed				x	
3. Stakeholder Dialogue Sessions developed and implemented				x	
4. Closing ceremony -2013 Skills Competition hosted/sponsored		x			<b>Completed</b>
5. Value added services investigated and initiated				x	
<b>Objective 2: To regulate the trades</b>					
1. Risk Management plan – updated quarterly	x	x	x	x	Q1 Completed
2. Member application process (defined and integrated with call centre and IT system interface) completed	x				Completed
3. Fee collection mechanisms determined and implemented		x			Completed
4. Business processes and notification system to transition existing tradespersons to College developed and implemented	x				Completed
5. Member related business and operational processes updated and fully implemented		x			Completed
6. Member related regulations completed and in force	x				Completed
7. Trade Membership System ready to register members completed		x			Completed
8. Call centre ready to take calls and service members completed	(x)	x			Completed
9. Assessment process for voluntary trades with no C of Q exams developed				x	
10. Model for transition of assessment services to OCOT and transition plan developed				x	
11. Strategy to address “industrial plant exemption” developed				x	
12. Regulations related to Employers ( Section 7 OCTAA) initiated				x	
13. Standards of the Profession – plan developed and Board approved				x	

Deliverables	Q1 Jan- Mar	Q2 Apr- June	Q3 July- Sept	Q4 Oct- Dec	Status to Date
14. Scopes of Practice Framework- working group and project plan established		x			<b>Completed</b>
15. Code of Ethics for members developed and incorporated into College by-law				x	
16. FARPA/Office of Fairness Commissioner- process for reporting established			x		
17. Ratio Review Panels – work completed			x		
18. Trade classification review process initiated		x			Completed
<b>Objective 3: To govern the members</b>					
1. Public register established		x			Completed
2. Policies and procedures for complaint/enforcement/discipline developed and implemented			x		
3. Enforcement Division established/staffed and operational		x			<b>Completed</b>
4. Regulations for modernization of Apprenticeship Program in place ( including new ratios resulting from ratio reviews)				(x)	<b>Due to need to standardize language for all ratios – extra time needed. Change to Q1 in 2014</b>
5. New Trades – policies and documents developed				x	
<b>Objective 4: To attract people to skilled trades careers</b>					
1. Chief Diversity Officer hired			x		
2. Diversity outreach strategy developed				x	
<b>Foundations</b>					
<b>Governance:</b>					
1. All Statutory Committees filled and operational				x	
2. MOU with MTCU executed		(x)	x		<b>With MTCU for signing. Change to Q3.</b>
<b>Human Resources:</b>					
1. Staff positions (9) from MTCU transferred		x			Completed
2. First Collective Agreement concluded		(x)		x	<b>Into conciliation with Union. Change to Q4</b>
3. Performance Management plan/review process implemented for 2013	x				Completed
<b>Financial Sustainability:</b>					
1. Funding from government and revenue generation to enable College operations in 2013, established		x			Completed

Deliverables	Q1 Jan- Mar	Q2 Apr- June	Q3 July- Sept	Q4 Oct- Dec	Status to Date
<b>Performance Measurement:</b>					
1. Corporate performance measures and targets developed	x				Completed
2. Functionality of each program area built with specific performance measures to assess results developed		<b>(x)</b>	<b>x</b>		<b>Adjusted to align with updated Strategic Plan.</b>

## Appendix B

### External Consultations/Stakeholder Meetings/Presentations

Stakeholder Meetings/Presentations	Date	Event	Location	# of attendees	Staff/Board Representative
Canadian Auto Workers (CAW) Skilled Trades Council	June 8	Council meeting	Toronto		Pat Blackwood
Skills Trade Union Education	June 14		Toronto		Pat Blackwood
Automotive dealerships	June 17	Outreach to area dealerships	Durham		Pat Blackwood & Kate Poultney
Ontario College of Teachers (hosts)	June 19	Registrar's Forum	Toronto	12	Bob Guthrie
Consumers Council of Canada	June 19	Dinner	Toronto		Bob Guthrie
Forum of Labour Market Ministers; Labour Mobility Coordinating Group	June 20	Meeting with Jeremy Fortier, Ontario coordinator for the Labour Market Coordinating Group & Linda Jones, Manager, Standards & Assessment, MTCU	Toronto	3	Bob Guthrie
Mississauga Apprenticeship Office, MTCU	June 20	Apprenticeship Graduation Ceremony	Mississauga	200	Bob Guthrie
Skills Canada-Ontario	June 25	Board Meeting	Hamilton	25	Bob Guthrie
BMW Mechanics (CAW Local 303)	June 25	Presentation	Scarborough	15	Bob Onyschuk & Pat Blackwood
IHSA-Toronto LM Committee (Infrastructure Health & Safety Association)	June 25	Presentation	Stoney Creek	60	Joseph Pyringer
Niagara Regional Trade Council	June 26	Presentation	Niagara Region		Pat Blackwood
Toronto Transit Commission	July 4	Meeting with management, union and training representatives	Toronto		Standards Dept.
YWCA Toronto	July 5	Presentation to Electrical Pre-Apprenticeship Program	Scarborough		Franca Silvagio & Risa Abella
YMCA Newcomer Information Centres (NIC)	July 5	Presentation to staff representatives from the YMCA's four Toronto area NIC's	Toronto	30	Franca Silvagio & Risa Abella
Regional Apprenticeship Committee	July 26	Munsee-Delaware First Nation	Southwestern Ontario		Standard Dept.