



Registrar's Report to the Members – October/November 2013

1. Human Resources Update

The College currently has 140 employees including all full time and contract employees. Upcoming key positions include: Enforcement, Corporate Governance, and Evaluation & Assessment Managers as well as the Chief Diversity Officer and Chief Financial Officer roles. Recent hires include 22 Enforcement Officers and a Director of Communications and Marketing.

2. Project Planning and Key Deliverables

A majority of key deliverables scheduled to be completed by the end of Q1 to mid-way into Q4 in 2013 have now been completed. A Request for Proposal (RFP) for personal and commercial insurance products (value added services) was issued and closed October 9, 2013. The selection/evaluation process is underway and should be implemented by December, 2013.

The College and the Ministry of Training, Colleges and Universities (MTCU) reached agreement on the terms of the Memorandum of Understanding (MOU) to guide the administration of our shared responsibility for the apprenticeship program in Ontario. It was signed-off by the College on August 23, 2013 and by MTCU on August 29, 2013.

The process for hiring the Chief Diversity Officer continues. A short list of candidates for interviewing has been created.

The attached **Appendix A** provides an update on the key deliverables as of November 1, 2013 with the updated items indicated in bold.

3. Trade Classification Reviews

The first request for a trade classification review was received from the Sprinkler and Fire Protection Installer Trade Board. The Review Panel has been established and has called for Written Submissions which are due November 8, 2013. The Oral Consultation is scheduled to take place on November 28, 2013.

4. Communications & Marketing Update

Completion of Ratio Reviews: The Review Panels have completed the reviews of 33 trades that have an apprenticeship ratio. For the first time in Ontario, the skilled trades' community was able to participate in decision making about issues impacting their sector through written submissions and oral consultations. A summary of Review Panel decisions is now available on the College's website:

<http://www.collegeoftrades.ca/about/review-panels/ratioreviews>

Website Updates (early September): The French version of the College's new website was launched in early September. The website, which underwent a complete re-build in July, 2013 now includes enhanced user access and additional interactive features.

Review of Classification of Trades: The Board of Governors has received a request from the Trade Board for the Sprinkler and Fire Protection Installer that a trade classification review take place to determine whether this trade should be reclassified as a compulsory trade. The College announced the review through a news release, a letter to sprinkler and fire protection installers, a posting on the College's website and the College's monthly newsletter.

5. Compliance & Enforcement

Recruitment of an additional 22 Enforcement Officers has been completed and training began the second week of October. As with the first recruitment exercise, emphasis was placed on hiring individuals with direct trades' knowledge either as a tradesperson or a supervisor/teacher of the trades. Several trade gaps were filled while others were enhanced including crane operator, sprinkler fitter, plumber, automotive service technician and horticultural technician. Geographically, the College was successful in recruiting officers for both Timmins and Sault Ste. Marie which will assist in cost containment. The training has been modified based on feedback from both participants and training deliverers from the initial sessions.

The existing field staff have conducted over 2000 field visits and validated the qualifications of over 5000 journeypersons and apprentices. Approximately 40 Part I offence notices have been issued with this number expected to increase as enforcement efforts become more rigorous. Individual officers have been assigned regional geographic inspection areas to ensure that enforcement activities are optimized on a cost and coverage basis.

Training of members of the newly created Complaints Committee has been completed as well as the creation of the majority of support materials required for the Committee's function. Training for the Discipline and Fitness to Practise Committee members is under development as is the recruitment process for additional public members to fill vacancies on these committees.

6. Trade Board Update

There were 15 Trade Board meetings scheduled from September 27, 2013 to November 13, 2013. The breakdown by trade sector is as follows: Construction, 13; Motive Power, 3; Industrial, 6 and Service, 3.

Trade Board members are kept well informed of news and developments at the College. Members have been provided with updates on Membership, Enforcement, Communications and Marketing. Trade Boards were introduced to the Scope of Practice Framework Project to support their understanding and future contribution in this project.

7. Standards Department Update

The Standards Department has completed the following:

- Release of 40 exemption exams for a number of trades.
- Welder National Occupational Analysis (NOA) Industry Review on Sept 30, 2013.

The Standards Department is working on/participating in the following:

- Updating of Certificate of Qualification exams and other standards documents i.e. harmonizing the apprenticeship curriculum standard for the Child Development Practitioner with the Early Childhood Education (ECE) diploma vocational learning outcomes and the revision of the Floor Covering Installer Apprenticeship Training Standard
- A project called “Developing Best Practices for Increasing, Supporting and Training Apprentices in Northern Ontario” with the Literacy Northwest, Regional Literacy & Basic Skills Network
- A working group for The Canadian Apprenticeship Forum (CAF-FCA) project, “The Costs and Benefits of Literacy and Essential Skills (LES): Is there a Business Case for Employers in the Trades?”

8. Membership and Client Services Update

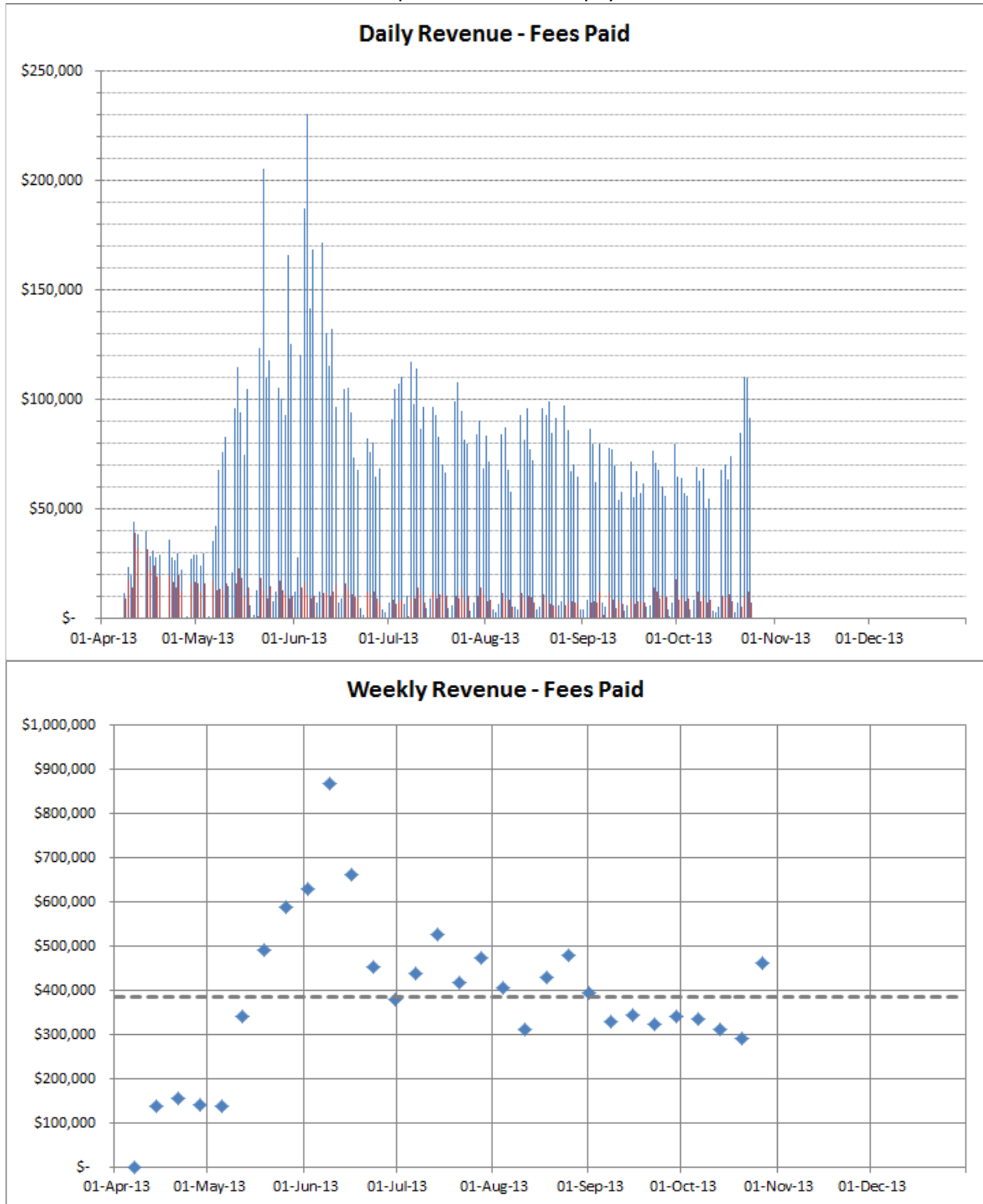
Client contact volumes decreased slightly in the month of September. A change in a core membership routine, specifically the “suspension for non-payment of fees” flow, resulted in a four-week hold on the printing and delivery of revised late payment notices. The new model is now in place and billing and reminder notices are up and operational.

The table and charts below provide an overview of membership activity over the first 6 months of operation:

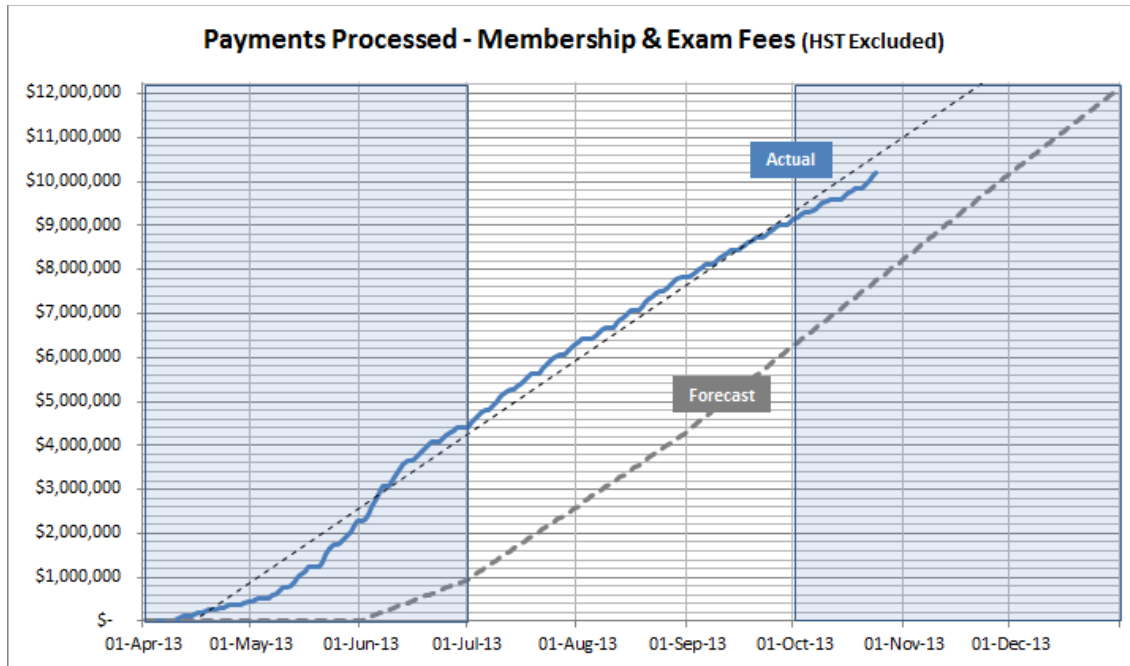
OPERATIONAL ELEMENT	APR	MAY	JUN	JUL	AUG	SEP
Core Membership Activity (Month Ending Values)						
Total Active Members	282,469	283,610	283,313	na	283,636	284,165
Memberships Renewed	-	14,635	34,763		63,994	75,394
Memberships Expired	-	-	-	-	-	-
Memberships Suspended	-	-	-	-	-	-
Memberships Cancelled	404	638	1,080	na	4,500	5,417
New Members	329	839	1,373	na	5,627	7,368
Active Trade Qualifications (Month Ending Values)						
Apprentices	95,297	95,555	93,918	na	92,910	93,008
Apprentices (Pending)	790	1,868	2,364	na	7,018	6,532
Journeyman Candidates	2,617	3,752	3,855	na	5,971	4,326
Journeyman	215,057	212,072	218,355	na	219,615	220,206
Employers/Sponsors	-	-	-	-	4	8
Total Trade Qualifications	313,761	313,247	318,492	-	325,518	324,080
Payment Processing Activity (Includes HST Collected)						
Initial Membership Fee	\$ 43,663	\$ 95,582	\$ 121,751	\$ 125,517	\$ 128,375	\$ 145,820
Annual Membership Fee	\$ 100,535	\$ 1,675,750	\$ 2,014,420	\$ 1,748,181	\$ 1,447,961	\$ 1,087,571
Provisional Membership Fee	\$ 68	\$ 339	\$ 1,569	\$ 2,102	\$ 1,966	\$ 1,966
Exam Fee	\$ 341,204	\$ 312,320	\$ 229,890	\$ 221,318	\$ 164,311	\$ 187,656
Total Revenue Processed	\$ 485,470	\$ 2,083,991	\$ 2,367,630	\$ 2,097,117	\$ 1,742,612	\$ 1,423,013
Contact Activity						
Total Calls Received	22,144	29,051	25,716	32,451	24,948	22,843
% Customer Base Calling (CBC)	7.8%	10.2%	9.1%	na	8.8%	8.0%
Calls Answered	13,322	20,684	17,775	20,367	21,010	19,958
Calls Abandoned	8,822	8,367	7,941	12,084	3,938	2,885
Abandoned Rate	39.8%	28.8%	30.9%	37.2%	15.8%	12.6%
Hold Time - Avg	9:41	6:52	9:58	9:31	2:43	1:55
Hold Time - Max	2:30:17	1:25:46	0:57:12	1:11:52	0:41:16	0:52:41
Handle Time - Avg	3:14	3:09	3:22	3:02	3:35	3:53

*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 membership system, a single OCOT member may have more than one trade qualification.

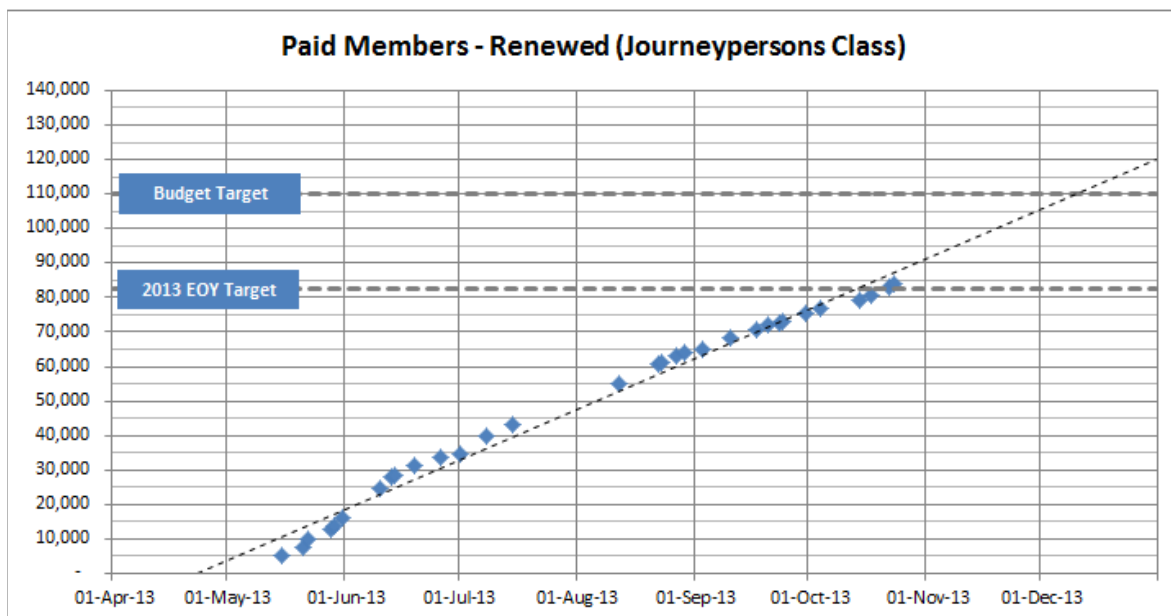
Daily and weekly payment activity reduced somewhat during the month of September as some elements of the billing notification system had been on hold. The subsequent re-activation of the billing notifications has resulted in a return to expected contact and payment volumes.



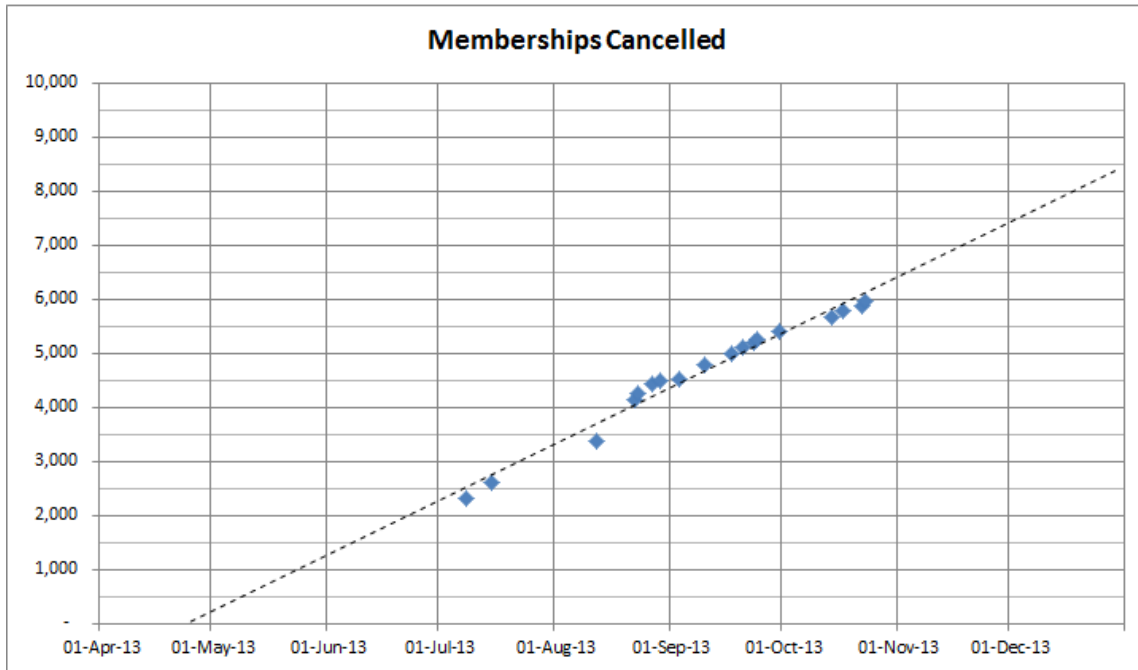
Although overall payments processed continue to trend positive with respect to forecast, the impact of the pause in billing notification has resulted in lower than expected revenue in the first half of October. Based on this revised performance, it would now appear as though the 2013 end-of-year target for revenue based on exam and membership fee streams will be achieved by mid-to-late November.



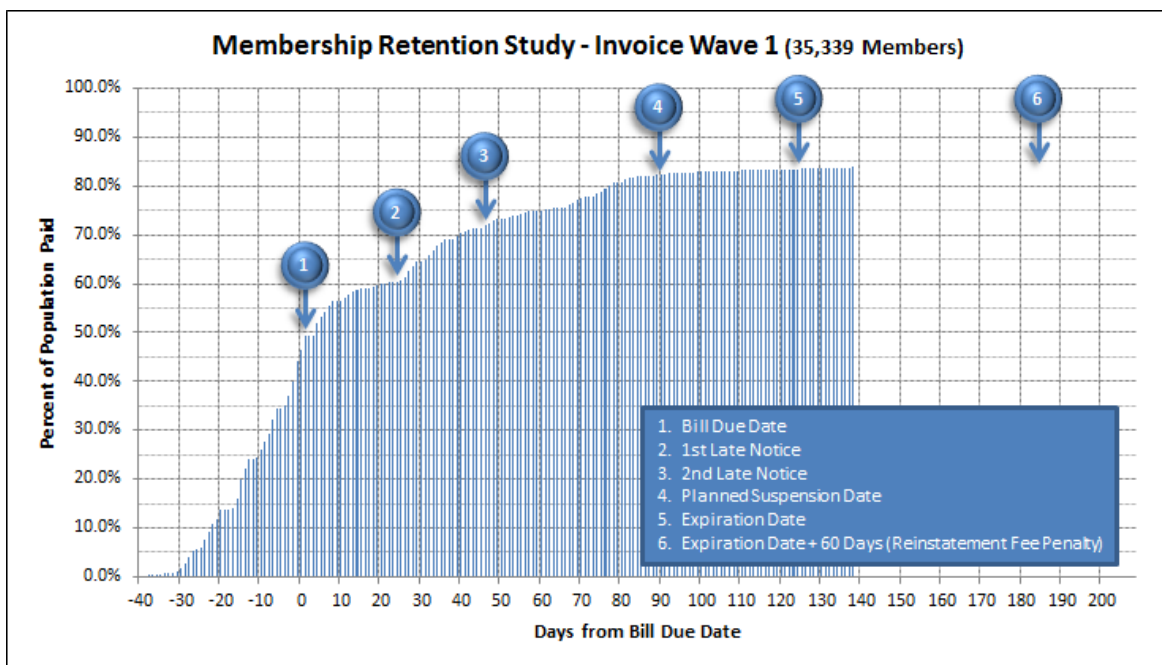
As of September 30, 2013, 75,394 (41%) of deemed journeyman class members have renewed their certificates of qualification and have become active and paid members. Year to date performance is tracking ahead of target. Based on the deeming regulation, the ~90,000 deemed apprentices do not come up for membership renewal until April 8, 2014.



Cancellation of membership continue to be slowly increasing as more deemed members contact the College to cancel trade certificates that are no longer required based on the individual’s current career situation.



An initial membership retention study has been on-going with an aim to understand renewal and acceptance patterns of members who were deemed into the College. This initial group looked at, the first ~35,000 members and their bill payment patterns are shown below. As of October 23, 2013, 83.8% of that group had paid for renewal. The related expiration routine and notices associated to event 5 below are resulting in a slight increase to invoice payment and subsequent reinstatement activity.



9. External Consultations/Stakeholder Meetings/Presentations

Please see **Appendix B** for a chart outlining external consultations, stakeholder meetings and presentations that have taken place between September 10 and October 30, 2013.

10. Affinity Program

An insurance/benefits RFP was issued to 14 companies and advertised on the College's website on September 24, 2013. Three companies submitted proposals before the deadline of October 9, 2013.

A panel of 7 senior College staff have been selected to evaluate the proposals and make recommendation(s) of the preferred proposal(s) to the senior management team for approval. The proposal packages were opened and reviewed by the panel on October 21. Due to the wide range of services and the unique pricing structure for each offered service(s) it was agreed to invite the three companies to present their proposals to the review panel of the College on November 6 and 7. The panel will provide a recommendation to Senior Management after the presentations are completed.

The award(s) will be granted to one or several vendors providing the most cost-effective options and the required range of services/products for the College and its membership. In addition to this invitation for proposals, the College continues to actively investigate other potential vendors to add to its affinity offerings.

Appendix A
Key Deliverables as of November 1, 2013

Note: updates are indicated in **bold**

Deliverables	Q1 Jan- Mar	Q2 Apr- June	Q3 July- Sept	Q4 Oct- Dec	Status to Date
Strategic Objectives and Strategies					
Objective 1: To promote the College of Trades and build its membership					
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			Completed
5. Value added services investigated and initiated				x	Completed
Objective 2: To regulate the trades					
1. Risk Management plan – updated quarterly	x	x	(x)	x	Q3 completed in mid- October
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)	Being considered as part of Scopes of Practice project
12. Scopes of Practice Framework- working group and project plan established		x			Completed

Deliverables	Q1 Jan- Mar	Q2 Apr- June	Q3 July- Sept	Q4 Oct- Dec	Status to Date
13. Code of Ethics for members developed and incorporated into College by-law				(x)	To be deferred. Not considered a strategic priority at this time.
14. FARPA/Office of Fairness Commissioner- process for reporting established			x		Completed
15. Ratio Review Panels – work completed			x		Completed
16. Trade classification review process initiated		x			Completed
Objective 3: To govern the members					
1. Public register established		x			Completed
2. Policies and procedures for complaint/enforcement/discipline developed and implemented			x	x	Completed for complaints and enforcement. Policies/procedures for discipline changed to Q4.
3. Enforcement Division established/staffed and operational		x			Completed
4. Regulations for modernization of Apprenticeship Program in place (including new ratios resulting from ratio reviews)				(x)	Due to need to standardize language for all ratios – extra time needed. Change to Q1 in 2014
5. New Trades – policies and documents developed				x	
Objective 4: To attract people to skilled trades careers					
1. Chief Diversity Officer hired			(x)	x	Job posting closed Sept 10 – short list developed
2. Diversity outreach strategy developed				x	
Foundations					
Governance:					
1. All Statutory Committees filled and operational				x	
2. MOU with MTCU executed		(x)	x		Completed. Agreement executed August 29, 2013 by MTCU
Human Resources:					
1. Staff positions (9) from MTCU transferred		x			Completed

Deliverables	Q1 Jan- Mar	Q2 Apr- June	Q3 July- Sept	Q4 Oct- Dec	Status to Date
2. First Collective Agreement concluded		(x)		x	Completed. Conciliation was avoided. Collective agreement concluded with Union.
3. Performance Management plan/review process implemented for 2013	x				Completed
Financial Sustainability:					
1. Funding from government and revenue generation to enable College operations in 2013, established		x			Completed
Performance Measurement:					
1. Corporate performance measures and targets developed	x				Completed
2. Functionality of each program area built with specific performance measures to assess results developed		(x)	(x)	x	Align with strategic plan. To be completed mid Nov.

Appendix B

External Consultations/Stakeholder presentations

Date Range: September 10-October 30, 2013

Stakeholder Meetings/Presentations	Date	Event	Location	# of attendees	Staff/Board Representative
Ajax-Pickering Board of Trade	Sept 10	Annual Networking Trade Show	Durham		James Harvey
Perth & District Collegiate Institute	Sept 11	Presentation to Grade 11 & 12 students	Perth		Risa Abella, Alice Power
Hydro One Training Centre	Sept 11	Presentation to Utility Arborist apprenticeship classes	Smith Falls		Risa Abella, Alice Power
Greater Windsor Home Builders Association	Sept 26	Presentation	Windsor		Bob Onyschuk, James Harvey
Mississauga Apprenticeship Office, Ministry of Training, Colleges and Universities	Sept 27	Planning for 2014 Apprenticeship Graduation	Brampton	5	David Tsubouchi
Heads of Apprenticeship (HAT) Committee	Oct 1	Update on the College	Toronto		John Poirier
Office of the Information and Privacy Commissioner of Ontario	Oct 2	Meeting with Michelle Chibba, Director, Policy	Toronto	6	David Tsubouchi, Registrar & CEO/ Wally Zajac, I&IT Manager/ Andy Lui, I&IT Team Lead/ Dale Richardson, Manager, Member records & Data/ Rohit Deengar, Manager, Finance
10th Annual Tillsonburg Community Services and Career Fair	Oct 3	Annual Career Fair	Tillsonburg		Franca Silvaggio, Angela Neto
Student Life Expo Metro Toronto Convention Centre	Oct 4-6	Introduction to Skilled Trades to Youth – Information booth	Toronto		James Harvey, Angela Neto, Franca Silvaggio & Client Services Representatives
KCWA Family and Social Services (North York)	Oct 8	Third Annual Job Fair – Booth	Toronto		James Harvey, Angela Neto
Unifor Windsor and Essex Skilled Trades Council	Oct 10	Presentation	Windsor-Essex	35	Pat Blackwood

Stakeholder Meetings/Presentations	Date	Event	Location	# of attendees	Staff/Board Representative
Ontario Youth Apprenticeship Program Conference: Power of the Past, Force of the Future	Oct 16-18	Presentation	Niagara Falls		Franca Silvaggio, Risa Abella
Provincial Building & Construction Trade Council of Ontario	Oct 18-19	56 th Annual Convention — Booth & presentation	Sault Ste. Marie	300	David Tsubouchi, James Harvey, Bob Onyschuk & Angela Neto
Sault College	Oct 18	Meeting and Tour with the Dean and Chair of Technology and Trades	Sault Ste. Marie	2	David Tsubouchi
Registrar's Forum, hosted by the College	Oct 22	Registrar's Forum	Toronto	22	David Tsubouchi
Connecting Educators - Landscape Ontario Toronto Congress Centre	Oct 22	Presentation	Toronto		Alice Power
Canadian Council of Directors of Apprenticeship (CCDA)	Oct 24&25	Fall meeting	Ottawa		Bob Guthrie & Royden Trainor
Train in Trades Expo	Oct 23	Information booth - Barrie Molson Centre	Barrie		James Harvey, Gay Saunders
St. Maximilian Kolbe Catholic High School	Oct 24	Information booth	Aurora		Franca Silvaggio, Angela Neto
Electrical Safety Authority (ESA)	Oct 28	General OCOT Information/Presentation	Sudbury		Bob Onyschuk, James Harvey
Unifor Skilled Trades Education Program	Oct 30	Presentation		35	Pat Blackwood