



Registrar's Report to the Members – September 2013

1. Human Resources Update

Staffing

We currently have 110 employees including all full time and contract employees. Throughout September we hired 20 additional staff and are hiring 23 Enforcement Officers in October. Recently filled positions include Director, Policy & Standards and Manager, Client Services. Upcoming key positions include the Chief Diversity Officer and the Director of Finance and Audit (CFO).

2. Project Planning and Key Deliverables

The majority of key deliverables scheduled to be completed by the end of Q1 to Q3 in 2013 have now been completed.

The performance measures for each program area have also been moved to Q4 to better align with the revision of the College's strategic plan. Hiring of the Chief Diversity Officer has been delayed and is now expected to be in Q4.

Several projects which were scheduled for completion in Q4 will not be undertaken this year due to changes in priority. These projects are:

- Regulations related to Employers (Section 7 OCTAA)
- Standards of the Profession
- Code of Ethics for members

The attached **Appendix A** provides an update on the key deliverables as of September 25, 2013 with the updated items indicated in bold.

3. Communications & Marketing Update

Promotion of incoming Registrar & CEO: The College has made public the appointment of lawyer, businessman and former Ontario cabinet minister David Tsubouchi to the position of Registrar and CEO, effective September 9, 2013, by sending a province-wide press release to all media outlets.

Website Update: The College's new website was launched in late July after undergoing a complete re-build. The re-branding of the new site now matches the College's promotional products and has been re-designed to include better user access and more interactive features. The website, which has a much cleaner look and feel, now includes an internal search function. The French mirror side of the website has also been launched.

Outreach to Employers: The College is now making it easier for employers/sponsors to register multiple apprentices, schedule exams, and take care of other administrative duties on behalf of their employees and apprentices. The new channel, groupservices@collegeoftrades.ca, had been promoted in our monthly newsletter.

Promotional Video: In the works is a video presentation about the College containing testimonials from

stakeholders and a high level summary about the College. We will endeavour to include on-site footage and brief interviews with stakeholders. It will be used at the Stakeholder Dialogue Sessions and re-used as an introduction when our spokespersons attend speaking engagements.

Stakeholder Dialogue Sessions (fall 2013): 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.

Skills Canada-Ontario outreach to secondary schools (fall 2013): We have embarked on a partnership with Skills Canada-Ontario in their planned outreach to secondary school students, beginning this fall. A message from the College will be featured in the resource booklet “Skills Work!®” We have also contributed to the slide presentation that will be circulated as they tour the high schools.

4. Compliance & Enforcement

Enforcement Officers continue to visit worksites throughout the province at the rate of about 20 field visits per day. While the promotional aspects of the visits remains as a high priority, officers have begun issuing Part I offence notices (tickets) when warranted. Several investigations, which may result in either Part III prosecutions or consideration for further action related to alleged professional misconduct, incompetence or fitness to practice, are also underway. Officers continue to work in pairs which allows for the leveraging of knowledge for the individuals. This is expected to taper off in the fall. Training which will allow the officers to audit company/contractor records for ratio purposes has taken place. This training will prove to be a valuable asset and enforcement tool in dealing with the complex issue of journeyman/apprentice ratios. Prior to the presence of the College, ratio was traditionally validated only at the time of the signing up of a new apprentice. This system was seen as being problematic in that it did not take into account the realities of the work environment, especially in the construction sector. College enforcement staff will now be able to check ratio, through an audit of company records, as a part of their normal activity.

The provision of suitable IT resources for the enforcement staff continues to be a challenge. The development of software and related databases designed to assist field staff in their day-to-day activities, such as electronic ticket writing, and allow reporting on and assessment and measurement of those activities has been significantly delayed. Strategies have been put in place to mitigate the lack of progress.

Applications for the next wave of enforcement officers have been received and interviews have been conducted. The target start date for the new staff is October. Four enforcement positions are being recruited for North and Eastern Ontario, ten for the GTA and nine for the South West region of the province. As was the practice for the first round of hiring, strong emphasis will be placed on trade experience during the selection process. New hires are expected to add to the already significant trade knowledge base contained within the first wave of officers. To the extent possible, gaps in the existing trade experience will be filled. Procurement of all “tools of the trade” including vehicles, computer hardware, safety equipment, etc. is expected to get underway shortly. The training of the new staff will be expanded to approximately two months in duration and will include a much more significant field training component.

In anticipation of heightened court related activity, two court officers have been hired. These officers will play a critical role in the efficient and effective management of Part I appeals and Part III prosecutions. The Division will also be recruiting at least one paralegal and will utilize an outside legal firm for prosecutorial assistance as required.

As the fall approaches, training will be given to members of the three committees, Complaints, Discipline and Fitness to Practice, to prepare members for potential activities related to allegations of professional misconduct, incompetence and/or incapacity. Responses to a Request for Proposal for independent legal counsel for committee members are currently under evaluation.

5. Trade Board Update

There were 15 Trade Board meetings scheduled from August 1 to September 25, 2013. The breakdown by trade sector is as follows: Construction, 7; Motive Power, 3; Industrial, 2; and Service, 3.

Now that many of the Boards are established, the focus of the meetings is trade specific. However, Trade Board members continue to be interested in hearing about the enforcement strategy and process, the on-going plans for media as well as the recruitment strategies for the voluntary trades. Board members have raised questions about the promotion of the individual trades and how this might be accomplished.

6. Standards Department Update

The first curriculum standard (Developmental Services Worker) was approved under the College in August and will be implemented by the Training Delivery Agents (TDA) in September. The Ministry of Training, Colleges and Universities (MTCU) has sent out an advisory about the implementation to the MTCU Field offices. The curricula for Small Engine and Marine Technician, level 1 and level 2 and Marine Engine level 3 has been approved and is to be implemented as of January 2014.

The Standards Department has completed the following:

- An update of four exemption tests for the Child & Youth Worker (completed August);
- An Inter-Provincial exam review for the Agricultural Equipment Technician (completed August);
- A review and update of the Apprenticeship Training Standard for Tower Crane Operator; and
- A review and update of the Apprenticeship Training Standard for Mobile Crane Operator 1 & 2

The Standards Department is continuing work on the following:

- Translation of the Residential and Commercial Painter and Decorator Apprenticeship Training Standard;
- Review and recommendation for approval of the General Carpenter and Cabinetmaker Curriculum Standards by the Heads of Apprenticeship (HAT);
- Seek industry validation for the Auto Body Collision and Damage Repairer Apprenticeship Training Standard and Network Cabling Specialist Apprenticeship Training Standard; and
- Revision of the Apprenticeship Training Standard for the Child Development Practitioner which is currently 60% completed

7. Membership and Client Services Update

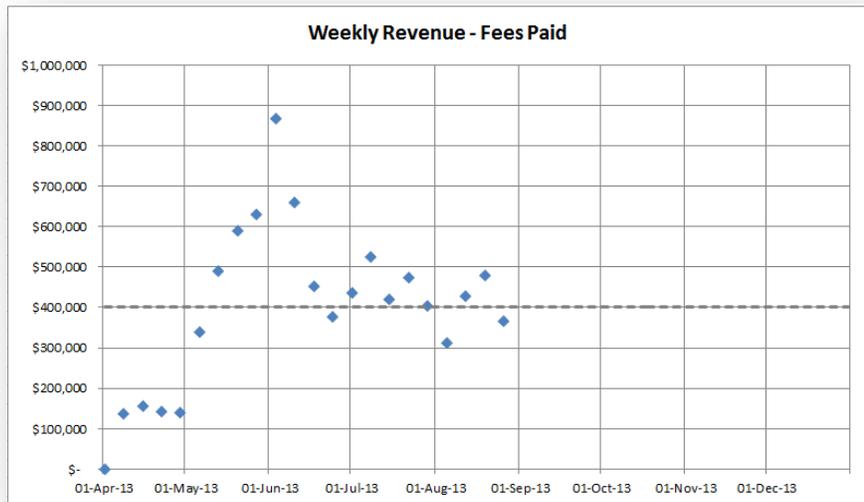
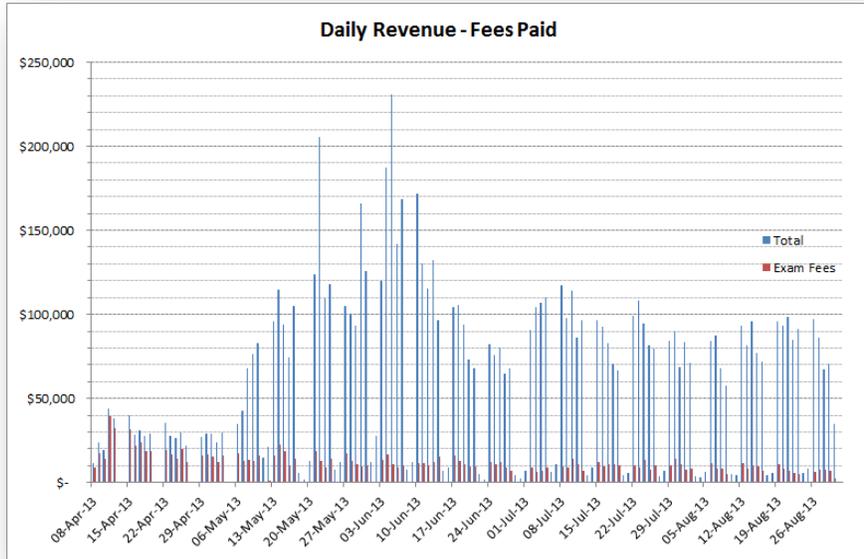
Client contact volumes across all channels continue to be relatively high. Staffing, training and system enhancements have resulted in a significant reduction in calls turned away and now the focus shifts to calls abandoned and hold time. Recent changes to the staffing model will enable a stronger focus on productivity and efficiency performance indicators.

The table and charts below provide an overview of membership activity over the first 5 months of operation:

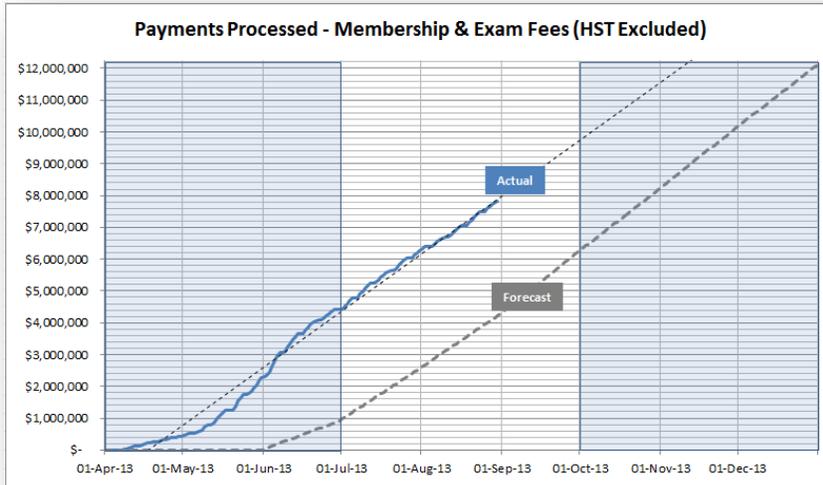
OPERATIONAL ELEMENT	APR	MAY	JUN	JUL	AUG
Core Membership Activity - Month Ending Values					
Active Members	282,469	283,610	283,313	na	283,636
Memberships Renewed	-	14,635	34,763	na	63,994
Memberships Cancelled	404	638	1,080	na	4,500
New Members	329	839	1,373	na	5,627
Trade Qualifications - Month Ending Values					
Apprentices	95,297	95,555	93,918	na	92,910
Apprentices (Pending)	790	1,868	2,364	na	7,018
Journeyman Candidates	2,617	3,752	3,855	na	5,971
Journeyman	215,057	212,072	218,355	na	219,615
Employers/Sponsors	-	-	-	na	4
Payment Processing Activity					
Initial Membership Fee	\$ 43,663	\$ 95,582	\$ 121,751	\$ 125,517	\$ 128,375
Annual Membership Fee	\$ 100,535	\$ 1,675,750	\$ 2,014,420	\$ 1,748,181	\$ 1,447,961
Provisional Membership Fee	\$ 68	\$ 339	\$ 1,569	\$ 2,102	\$ 1,966
Exam Fee	\$ 341,204	\$ 312,320	\$ 229,890	\$ 221,318	\$ 164,311
Total Revenue Processed	\$ 485,470	\$ 2,083,991	\$ 2,367,630	\$ 2,097,117	\$ 1,742,612
Call Activity					
Calls Offered	22,144	29,051	25,716	32,451	24,948
Calls Answered	13,322	20,684	17,775	20,367	21,010
Calls Abandoned	8,822	8,367	7,941	12,084	3,938
Abandoned Rate	39.8%	28.8%	30.9%	37.2%	15.8%
Hold Time - Avg	9:41	6:52	9:58	9:31	2:43
Hold Time - Max	2:30:17	1:25:46	0:57:12	1:11:52	0:41:16
Handle Time - Avg	3:14	3:09	3:22	3:02	3:35

*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.

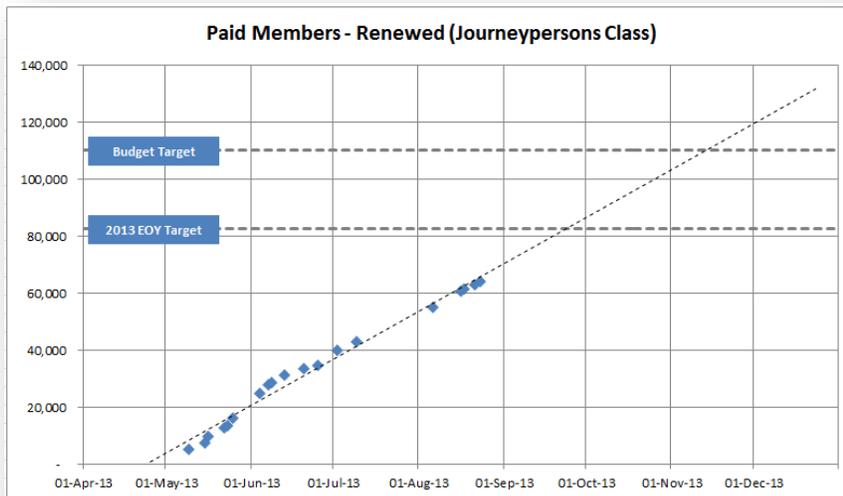
Daily and weekly payment activity appears to be reaching a more stable and consistent model although seasonal variance may become identifiable after operations extend into October. Call activity and subsequently payment activity have been noted to drop significantly in weeks leading up to the statutory long weekends.



Overall payments processed continue to trend positive with respect to forecast. Based on current performance, it would appear as though the 2013 end-of-year target for revenue based on exam and journeyperson fees streams will be achieved by mid-November.



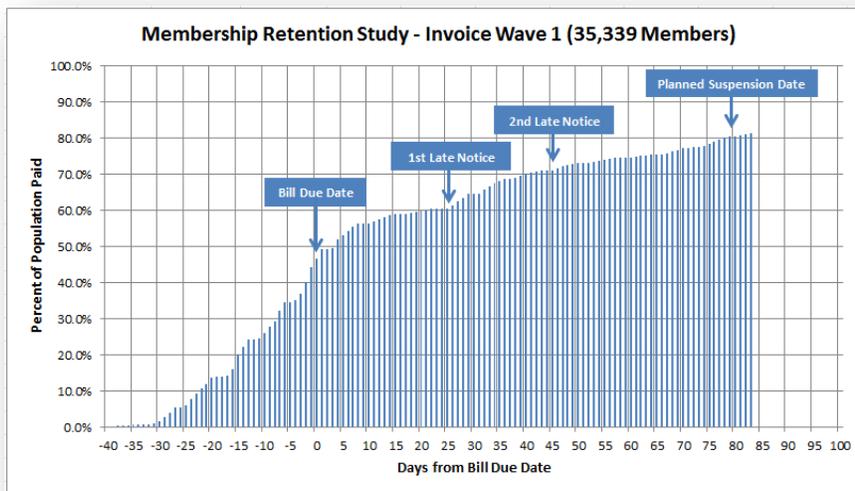
Given that the 2013 operating year began in April, the 2013 budget had a target of 75% of 110,000 active journeyperson members. When the College launched membership operations on April 8, 2013, approximately 185,000 journeypersons were deemed membership. As of August 30, 2013, 63,994 (35%) of those members have renewed their certificates of qualifications 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 has been relatively slow to start as many members have taken time to understand the membership requirements in the College and their option to cancel their trade qualifications where appropriate. The first wave of members who have not yet paid their outstanding balance will begin to be expired/suspended early in September. It is expected that this will also drive an increase in cancellation activity.



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 as shown below. As of August 30, 2013, 81.2% of that group had paid for renewal. It is expected that subsequent expiration/suspension and enforcement activity will see additional up-take in membership.



8. External Consultations/Stakeholder Meetings/Presentations

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

9. Ratio Reviews

Ratio Reviews initiated in the fall of 2012 are now complete and all decisions have been posted on the College website. As per the usual process, the Board members were notified in advance, press releases issued, notification posted on the College website and a notice sent to the College's stakeholder database. 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 Ministry. In drafting the regulation the College is proposing to standardize the language for expressing ratios by using a common format. Along with negotiations with the Ministry of Training, Colleges and Universities, this will take some time. It is expected that the regulation will be approved by Cabinet and come into effect early in 2014.

Appendix A
Key Deliverables as of September 25, 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	
Objective 2: To regulate the trades					
1. Risk Management plan – updated quarterly	x	x	(x)	x	Q3 To be completed mid Oct.
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

Deliverables	Q1 Jan- Mar	Q2 Apr- June	Q3 July- Sept	Q4 Oct- Dec	Status to Date
12. Regulations related to Employers (Section 7 OCTAA) initiated				(x)	To be deleted. Not considered a strategic priority at this time.
13. Standards of the Profession – plan developed and Board approved				(x)	To be deleted. Not considered a strategic priority at this time.
14. Scopes of Practice Framework- working group and project plan established		x			Completed
15. Code of Ethics for members developed and incorporated into College by-law				(x)	To be deleted. Not considered a strategic priority at this time.
16. FARPA/Office of Fairness Commissioner- process for reporting established			x		Completed
17. Ratio Review Panels – work completed			x		Completed
18. 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 posted - closing Sept 10
2. Diversity outreach strategy developed				x	
Foundations					
Governance:					
1. All Statutory Committees filled and operational				x	

Deliverables	Q1 Jan- Mar	Q2 Apr- June	Q3 July- Sept	Q4 Oct- Dec	Status to Date
2. MOU with MTCU executed		(x)	(x)	x	With MTCU for signing. Change to Q4.
Human Resources:					
1. Staff positions (9) from MTCU transferred		x			Completed
2. First Collective Agreement concluded		(x)		x	Into conciliation 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 Meetings/Presentations

Stakeholder Meetings/Presentations	Date	Event	Location	# of attendees	Staff/Board Representative
Ontario Construction Secretariat	August 11-13	Tripartite Conference	Huntsville	100+	James Harvey & Angela Neto
Christian Labour Association of Canada (CLAC)	August 19	Meeting with Colin da Raff, Director of Ontario Training & Ontario Representative; and Andrew Regnerus, Provincial Construction Coordinator	Toronto	4	Bob Guthrie & John Poirier
AMO AGM Annual Conference (Association of Municipalities of Ontario)	August 18-21	Annual Conference	Ottawa	20	James Harvey & Bob Onyschuk
AYCE Career Fair	August 19	Career Fair	Toronto	25	Franca Silvaggio & Angie Neto
Community Employment Services Fanshawe	August 21	General OCOT Information provided	London	Approx. 50	Franca Silvaggio & Angie Neto
Oneida Nation of the Thames Community Centre Chippewas of Kettle and Stony Point	August 27	General OCOT Presentation to the First Nations Community	Kettle Point	Approx. 25	Franca Silvaggio & Angie Neto
Sarnia Chamber of Commerce	September 6	General OCOT presentation/ lunch and learn	Sarnia	Approx. 40	James Harvey & Kate Poultney
Newcomers Canada	September 7 & 8	Newcomers Canada Fair	Toronto	Approx. 100	Franca Silvaggio, Angie Neto & James Harvey
Centre for Education and Training	September 20	General OCOT Information provided	Brampton	16	Franca Silvaggio, Risa Abella & Angie Neto
Recruit in Canada Education Fairs	September 21-22	Industrial trade show/promotional academic fair	Toronto	Approx. 100	James Harvey & Angela Neto,
Ontario Home Builders Association	September 23-24th	Annual General Meeting	Niagara Falls		James Harvey

Stakeholder Meetings/Presentations	Date	Event	Location	# of attendees	Staff/Board Representative
Collision Industry Information Assistance (CIIA) Automotive Aftermarket Retailers of Ontario (AARO) Ontario Trucking Association Automotive Industries Association (AIA) Ontario Tire Dealers Association Trillium	Various dates	Meeting with Executive Directors of Stakeholders	Various Locations		Kate Poultney