

Results Report

2010-2011

About CAF-FCA

The Canadian Apprenticeship Forum-
Forum canadien sur l'apprentissage
(CAF-FCA) is an inclusive national body that
brings together stakeholders in Canada's
apprenticeship community and engages
in research, discussion and promotional
activities. For more information,
visit www.caf-fca.org.



Staff List

Sarah Watts-Rynard

Executive Director

Emily Arrowsmith

Researcher/Project Manager

Marie Bilodeau

Communications/Project Manager

Danielle Matheusik

Researcher/Project Manager

Agata Nobrega

Office Coordinator

Amin Rawjani

Manager, Finance and Operations

Dylan Shields

Performance Management Coordinator

Yoshie Tobita

Bookkeeper

Partners

CAF-FCA benefitted from key partnerships across Canada. Beyond the groups who participated on our Board of Directors, here are just a few of the many groups and organizations with which CAF-FCA has partnered:

.....
Aboriginal Apprenticeship
Board of Ontario (AABO)

.....
Aboriginal Community Career Employment
Services Society (ACCESS) BC Metis Nation

.....
Aboriginal Workforce Development
Initiative, Cree Human Resources
Development of the Cree Regional
Authority of Quebec

.....
Canada Business Ontario, Industry Canada

.....
Canada Revenue Agency

.....
College of the North Atlantic

.....
Joint Economic Development
Initiative of New Brunswick

.....
Kenjgewin Teg Educational Institute

.....
Niagara Workforce Planning Board

.....
Ogwehoweh Skills and
Trades Training Centre

.....
Ontario Ministry of Revenue

.....
STEP, BC Construction Association

.....
United Association of Plumbers
and Pipefitters Local 310 Yukon



Canadian Apprenticeship Forum
Forum canadien sur l'apprentissage

Canada

Canadian Apprenticeship Forum activities are funded in part by the Government of Canada's Sector Council Program.

Letter from the Chair

I'm pleased to present the Canadian Apprenticeship Forum's (CAF-FCA) annual results report for 2010 - 2011. Here, we have attempted the near impossible task of sharing the results of CAF-FCA's work, balancing the need to be brief with pride in all that we have accomplished over the past year. These accomplishments reflect strong working relationships between the staff and the Board of Directors. We hope you enjoy reviewing the highlights we've chosen to showcase.

Among them, we were pleased to welcome a record crowd at the National Conference in St. John's, Newfoundland and Labrador. The sessions provided valuable insights into the work going on across the country and stimulated ideas about our own organization's future directions. Our research efforts addressed topics including economic challenges, employer supports and apprenticeship outcomes – all of which resulted in mainstream media coverage and discussion among apprenticeship stakeholders from coast to coast to coast.

People in every part of the country continue to engage with CAF-FCA at employer events, National Forum Dialogues, workshops, conferences and presentations. Employer associations in a number of industries have included activities to promote apprenticeship in their strategic plans, adopting CAF-FCA's employer toolkit and asking us to continue to send timely information they can share with their distribution networks. Educators, career counsellors and government agencies continue to find value in connecting with us.

Though we lost our long-time Executive Director, Allison Rougeau, to other opportunities in 2010, she left us in a good position to build well into the future. Sarah Watts-Rynard, our new ED, will carry on these efforts. With a new Strategic Plan in place, committed partners and impending skills shortages in the trades, there's much still to do.



Dan Mott

Strategic Plan

In February 2010, the CAF-FCA Board of Directors undertook a facilitated, dedicated planning session to develop a new **Strategic Plan** outlining guiding principles and strategic objectives. Values expressed in the Plan indicate a focus on collaboration and partnership, ongoing emphasis on achieving results in areas of identified need within the apprenticeship community, accountability and transparency. The Plan also lays out five key areas wherein CAF-FCA can apply these values and focus its efforts:

- ▶ Employer Engagement
- ▶ National & International Outreach to the Apprenticeship Community
- ▶ Governance & Accountability
- ▶ Communication & Promotion
- ▶ Technology & Innovation

The 2010-2011 results report highlights some key results in each area, with emphasis on those also listed in the last Strategic Plan: employer engagement, national outreach, and communication and promotion, where ongoing work has allowed for more substantial impact.

Governance Model

The work of CAF-FCA is guided by a Board of Directors comprised of more than 40 representatives from across Canada and representing all facets of the apprenticeship community. Board members work closely with CAF-FCA staff, providing direction and advice through participation on Business Line committees that oversee a strategic area of the organization. Board members also contribute to working groups and advisory boards tied to specific projects.

Directors participate and oversee a structured planning process to determine organizational goals and priorities. This process relies on:

Information Gathering/Needs Assessment – Based on an ongoing dialogue with members and stakeholders, relevant information is gathered through consultation, research and data collection designed to inform the organization’s decisions. The input/information sought usually includes the needs of the members, funders and other stakeholders, as well as trends.



Leadership/Direction – The organization exercises its leadership by analyzing the input received and determining how it will respond. CAF-FCA’s vision, mission and values guide these choices. Final decisions are the responsibility of the Board of Directors, which is accountable to the members and stakeholders.

Delegation/Implementation – Once direction has been determined, the implementation of activities is generally delegated to staff or other volunteers, who have been selected based on their expertise and experience.

Monitoring – In order to fulfil its leadership and accountability functions, the organization monitors implementation to ensure that outcomes are being achieved as anticipated.

Evaluation – The evaluation of results in light of the intended outcomes is essential for accountability to both the members and other stakeholders. Evaluation includes consultation, which initiates the listening stage of the cycle.

Accountability – The governance cycle is complete when the organization provides members and other relevant stakeholders with an account of achievements based on the direction established in the original consultation.

These steps are applied to:

- the organization as a whole (strategic planning and policy development)
- specific programs and projects (development and evaluation)
- financial stewardship (budget development and approval)
- specific initiatives or activities



Employer Engagement

To influence businesses in Canada to hire and train apprentices, CAF-FCA develops products to meet the needs of employers. This work seeks to leverage opportunities to engage non-participating employers, champions and key employer associations.

Results:

- Developed *Apprenticeship Works: Build on it*, an online collection of more than 50 guides, tools, workshops and documents
- Surveyed more than 400 apprentices and 1,000 employers to collect industry intelligence to inform all apprenticeship stakeholders
- Connected with 2,000 small- and medium-sized employers
- Conducted research on public sector hiring of apprentices and apprenticeship completion
- Released reports:
 - The Challenge to Finding an Employer-Sponsor
 - An Overview of Employer Apprenticeship Supports in Canada
 - Creating Diversity and Career Opportunities in the Skilled Trades
- Released the *CAF-FCA Employer Toolkit* in interactive web-based and print formats
- Developed and launched employer-focused website, www.apprenticeshippays.com
- Presented information on Return on Training Investment (ROTI) to more 500 employers
- Created employer-specific promotional materials, including best practice documents and an eNewsletter
- Developed employer-focused Communications Action Plan
- Hosted eight Employer Engagement Forums with more than 250 participants



National & International Outreach to the Apprenticeship Community

CAF-FCA has proven to be an effective national forum for apprenticeship in Canada, facilitating knowledge exchange with the national and international community. By promoting research and generating public discussion of apprenticeship topics, CAF-FCA has become a recognized national resource.

Results:

- Released three issues of the *Canadian Apprenticeship Journal* on:
 - What's new in apprenticeship research
 - Apprenticeship completion
 - Apprenticeship outcomes
- Released nationwide consultation reports on apprenticeship topics:
 - Assessing Apprenticeship Outcomes: Building a Case for Pursuing and Completing an Apprenticeship
 - High School-to-Apprenticeship Transition: Identifying and Sharing Best Practices
- Participated in school and career fairs across Canada
- Distributed apprenticeship information to all high school counsellors within Canada, resulting in:
 - an increase in material requests
 - CAF-FCA materials featured at parent workshops
 - distribution within entire school boards
- Hosted seven workshops to promote essential skills and apprenticeship training for Aboriginal employment counselors, working in collaboration with partners in Aboriginal communities across the country
- Hosted two National Forum Dialogues with 150 participants, one on transitioning youth to apprenticeship and the other on essential skills
- Distributed reports, guides, posters, educator's binders, brochures and one-pagers to educational institutions and partner organizations

Communication & Promotion

To influence Canadians to support apprenticeship and certification, CAF-FCA seeks to increase public awareness of the value of apprenticeship as a viable and respected career path. It shares its research, products and services with apprentices, employers, youth, educators and the public.

Results:

- 230,201 pages viewed on corporate website (www.caf-fca.org), a 12.2% increase from last fiscal year
- Presentations across Canada to employers, union representatives, job seekers, new Canadians, educational institutions and government representatives, including the Senate of Canada, the Construction Owners Association of Alberta and the Newcomer Information Centre in Mississauga
- CAF-FCA 2010 Conference was held in June in St. John's, Newfoundland and Labrador. The sold-out event welcomed 580 participants from Canada and the United States. Participants reported that they:
 - would attend again
 - had learned about high-quality, relevant and timely research
 - had greatly increased their networking connections
- Eight press releases were issued, resulting in 80+ media appearances on national and international radio, print and online articles
- Created Twitter account, expanding the reach of press releases and other materials by up to 5,000 followers
- Featured in various trade and media publications across Canada, including Career Options Magazine, the Ottawa Citizen and the Vancouver Sun
- Developed a monthly eNewsletter that is distributed to more than 4,000 recipients in both official languages

“Aboriginal peoples will increasingly make up a larger part of the workforce and they need to have the skills to do the job. The focus of these workshops – on assessing skills and getting learners the help they need in a supportive and positive way – is really important.”

Kevin Rose

Program Coordinator, Kenjgewin Teg Educational Institute

Governance & Accountability

As a model for collaborative and efficient decision-making, CAF-FCA regularly reviews its internal communication, decision-making and business management processes. Opportunities to collaborate and partner with other organizations and government departments are actively sought.

Results:

- Established a new Governance Committee with responsibility for Board orientation and evaluation, as well as regularly reviewing governance documentation
- Developed a new Results-based Management and Accountability Framework (RMAF) to respond to new strategic objectives and better identify sources of results data
- Collected and reported results to the CAF-FCA Board Directors, the Sector Council Program and other partners
- Established new integrated systems and programs to track and report results

Technology & Innovation

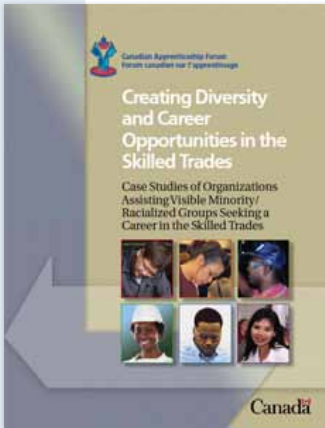
CAF-FCA is exploring the impact and potential of technology and innovation to apprenticeship systems – from technical training delivery and mentoring to job-matching services. Opportunities to leverage technology and increase innovation in the skilled trades will inform future priorities in this strategic area.

Results:

- National Conference 2012 theme includes focus on Innovation, providing opportunities to identify and share best practices among apprenticeship stakeholders
- Funding proposal submitted to conduct a national and international literature review about the use of technology by apprenticeship systems
- CAF-FCA has developed its own use of technology to deliver enhanced services to apprenticeship stakeholders, including webinars, eNewsletters, social media and interactive online content



CAF-FCA 2010-2011 Research Highlights



Creating Diversity and Career Opportunities in the Skilled Trades

Eight organizations that connect visible minorities to employers in the skilled trades were examined in order to identify effective practices, which include:

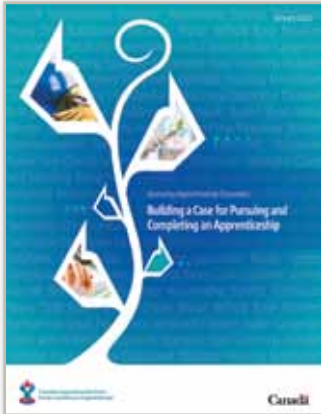
- Partnerships
- Opportunities for work experience
- Taking a holistic view of an individual's needs
- Addressing personal issues, as well as skills gaps
- Offering services and incentives to encourage employer participation



The Challenge to Finding an Employer-Sponsor

This report analyzed National Apprenticeship Survey data. Apprentices from Nova Scotia, British Columbia, Saskatchewan, Ontario and Manitoba also participated in focus groups to discuss the challenges of finding an employer-sponsor, and reported that:

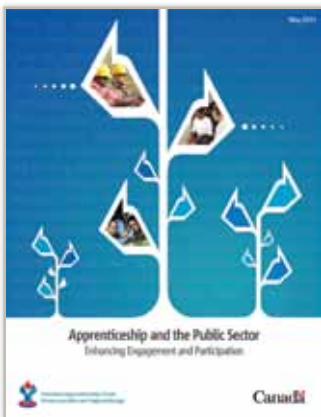
- Overall, apprentices thought the most challenging part of the apprenticeship process was finding a supportive employer who was committed to seeing the apprentice through the process
- Once apprentices found a supportive employer, they said they had positive experiences



Assessing Apprenticeship Outcomes

CAF-FCA analyzed secondary statistical data on outcomes of apprentices in comparison to individuals who did not complete an apprenticeship, graduates of other college programs and those who did not pursue any post-secondary training. Data show that individuals who pursue and complete apprenticeship training have:

- Better employment outcomes, both immediately after completion and several years post-completion
- Better earning potential – in the short and longer term
- Higher levels of job satisfaction and job security



Apprenticeship and the Public Sector

CAF-FCA interviewed more than 40 key public sector informants to better understand their perspectives and attitudes towards apprenticeship. Findings included:

- 79% agreed that receiving information on the benefits of apprenticeship would be an effective strategy to increasing the hiring of apprentices in the public sector
- Only 7% saw no benefit to hiring an apprentice
- The need to provide networking and information sharing opportunities among public sector employers who currently hire and do not hire apprentices



Investigating Apprenticeship Completion in Canada

CAF-FCA conducted a national consultation with apprenticeship stakeholders from across the country sharing ideas on what could be done to enhance completion. Ideas included: better communication, enhanced mentoring, access to tutoring and other supports, pro-active responses to economic cycles, and celebrating completion as a major milestone.

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Canadian Labour Congress

Aneel Rangi

Canadian Construction Association

“The Canadian Apprenticeship Forum is doing quality research to identify barriers and understand the challenges in Canada’s apprenticeship systems. By sharing these insights and supporting discussion among all stakeholders, we have an opportunity to share best practices and identify solutions together.”

Dr. Gordon Nixon

Vice President Academic, SAIT Polytechnic