

Apprenticeship and Certification Board

Strategic Plan 2014 - 2017



RELEVANT

ACCESSIBLE

RESPONSIVE

EFFECTIVE

COLLABORATIVE



The Apprenticeship and Certification Board (Board) provides a governance and leadership role within its advisory mandate to coordinate a relevant, accessible and responsive apprenticeship and certification system in Manitoba. The Board's governance role involves responsibility for the development of a strategic plan based on consultations with stakeholders to identify and provide leadership on issues that have an impact on the apprenticeship system as a whole.

The Board is comprised of a Chair and a maximum of 13 members. The Chair is the official spokesperson for the Board, and is responsible for the communications between the Board and the Minister. Five members represent the interests of employees, five represent the interests of employers, two members represent the public interest and one non-voting member represents the interests of apprentices.

The Minister of Jobs and the Economy is responsible for appointing Board members and the Chair. The Board, in turn, appoints Provincial Advisory Committees (PACs) from which it receives and reviews recommendations about trade regulations, training standards, examinations, and certification requirements. Apprenticeship Manitoba provides the necessary technical and administrative support to the Board and the PACs.

The Vision:

The Apprenticeship and Certification Board provides leadership and direction to ensure a relevant, accessible, responsive and effective apprenticeship system.

Mission:

To deliver an enhanced apprenticeship and certification system in Manitoba by effectively meeting the changing needs of apprentices and employers, promoting greater stakeholder engagement, and improving transparency and accountability of the Board to the Minister of Jobs and the Economy as well as to stakeholders.

The Board ensures its accountability by striving to:

1. Establish certification standards that meet industry needs.
2. Establish program and delivery standards to ensure high quality technical and practical training.

3. Be respectful of the individual and shared responsibilities, expertise and experience of Apprenticeship Manitoba.
4. Develop an annual Strategic Plan and Annual Report documenting the Board's work for each planning year in consultation with stakeholders.
5. Report to and advise the Minister of Jobs and the Economy.
6. Provide an apprenticeship system that is a viable, equitable post-secondary option.

Principles:

The following values and principles provide the foundation for the Board's decision-making and conduct in carrying out its duties.

1. **Fiduciary Rather Than Representative Capacity**
The Board acts for the greater good and in the best interests of the apprenticeship and certification system, seeking to advance the achievement of the Board's mandate.
2. **Policy and Strategy Focus**
The Board establishes strategic direction and policy for the apprenticeship and certification system in Manitoba and respects the management and implementation responsibilities of Apprenticeship Manitoba.
3. **Commitment**
The Board respects that an effective Board team requires individual as well as group commitment. Board members' individual commitment is reflected in the level of preparation, attendance and participation as well as in the portrayal of apprenticeship in members' community associations.
4. **Safe and Respectful Environment**
The Board creates and maintains a healthy environment for Board deliberations that respects the multiple perspectives and diverse experiences of Board members while ensuring that members remain focused on the Board's mandate and responsibilities.
5. **Integrity and Courage**
Board members shall be open, honest and transparent in all interactions and do what is right regardless of a decision's impact on individual members.
6. **Single Voice**
After sufficient deliberation and a fair voting process, Board members shall support Board decisions both publicly and privately.
7. **Informed Decision-Making**
The Board bases its decisions on factual, objective and empirical information where available.

Roles and Responsibilities:

The Board is responsible for:

- a. Promoting apprenticeship training and certification.
- b. Supporting employer and employee participation in apprenticeship and certification.
- c. Advising the Minister of Jobs and the Economy about the training needs of Manitobans and the needs of the Manitoba labour market for skilled and trained persons.
- d. Participating in interprovincial apprenticeship initiatives.

The Board has four Standing Committees that are solely comprised of Board members:

1. Governance Standing Committee (GSC):

This committee advises the Board regarding the development of an annual strategic plan and annual report and performs other functions assigned by the Board.

- a. The Target Groups Advisory Committee reports to the GSC. The purpose of this committee is to develop recommendations for the Board on achieving greater participation and completion rates of target groups.

2. Community Liaison Standing Committee (CLC):

This committee serves as a liaison between the Board and stakeholders in the apprenticeship system, and works to build and maintain relationships with stakeholders. The CLC also advises the Board about Manitoba's need for skilled and trained tradespeople, and provides recommendations for how to meet those needs.

3. Program Standards Standing Committee (PSSC):

This committee develops and revises apprenticeship programs, including content, training standards and examinations, and the qualifications required for certification in designated trades and occupations. The PSSC also upgrades qualifications as well as the content of regulations respecting designated trades and occupations.

4. Nominating Standing Committee (NSC):

This committee establishes and maintains a list of potential candidates for appointment to Provincial Advisory Committees and other committees established by the board. When establishing a list of potential candidates for appointment to a Provincial Advisory Committee for a designated trade or occupation, the Nominating Standing Committee must:

- a. Consult with representatives of employers and employees in the trade or occupation.
- b. Ensure that each candidate is associated with and knowledgeable about the trade or occupation.

The Board receives assistance from Apprenticeship Manitoba (AM), which provides technical, administrative and financial support to the Board and PACs. AM is responsible for the administration of *The Apprenticeship and Certification Act*, *the Apprenticeship and Certification - General Regulation*, *the Apprenticeship and Trades Qualification Fees Regulation*, *the Appeals Procedure Regulation*, *the Administrative Penalty Regulation*, and apprenticeship programs for more than 55 trades designated under the Act. AM also coordinates the training and qualifications system that delivers accredited, structured, workplace-based skills and technical training to apprentices, leading to journey person certification. Additionally, AM facilitates certification through trade qualification for experienced tradespeople who seek formal certification in their trade.

AM provides further support to the Board by helping the Board reach goals set within the annual strategic plan. In its role within this partnership, AM promotes trades training and certification to industry standards; co-ordinates information and planning for the designation of new trades; develops competency standards and curricula in co-operation with Manitoba industry and other provincial/territorial apprenticeship systems; processes requests for the accreditation of training programs to designated trade standards; assists underrepresented groups to access apprenticeship training; provides counsel on trades careers and certification matters; and performs other essential support services to facilitate apprenticeship training and certification.

The Executive Director of AM is the Secretary to the Board, and is the main contact for interprovincial and pan-Canadian apprenticeship initiatives. The Executive Director is responsible for consulting with industry, and represents Manitoba on the Canadian Council of Directors of Apprenticeship (CCDA).

The Strategic Plan Process

The Apprenticeship and Certification Act requires the Board to prepare a strategic plan based on consultations with stakeholders to help guide and coordinate the apprenticeship training and certification system. Developing the strategic plan allows the Board to effectively meet the changing needs of apprentices and employers while maintaining transparency and accountability to the Minister of Jobs and the Economy as well as to stakeholders.

To support the consultation process for the Strategic Plan 2014 – 2017, the Board identified key subject areas for stakeholder consideration, including both ongoing and new areas of focus. Using these subject areas to initiate discussion, the Board engaged stakeholders by soliciting written responses from September to November of 2013. The areas of focus that are listed are not ranked according to importance or priority, although it should be noted that updating program standards and the review of regulations are mandated requirements of the Board.

The Board will continue to promote apprenticeship training and certification to all stakeholders, including all levels of government, industry, the education system, and the general public. In particular, the Board will endorse apprenticeship training and certification as a desirable first-choice post-secondary option. In addition to these efforts, the Board is committed to the Government of Manitoba's "Respectful Workplace Policy" and will continue to apply these standards throughout the apprenticeship and certification system in Manitoba. The application of respectful workplace standards has special significance to the participation and completion of target groups.

The Board will also continue working on completing any unfinished priorities from previous strategic plans to ensure a continuity of efforts. As part of the multi-year Strategic Plan 2014 – 2017, the Board will include focused goals for each year to demonstrate priorities specifically addressed during each time period. The "Strategic Plan Year One: 2014 – 2015" will highlight the objectives that will be concentrated on in 2014 and 2015.

The Board conducted focused consultations with stakeholders leading up to the beginning of the Strategic Plan 2014 – 2017, which included the extensive distribution of the proposed plan and accompanying consultation guide. For the remainder of the multi-year Strategic Plan 2014 – 2017, stakeholders will continue to have the opportunity to submit feedback to the Board on the website as well as through more targeted means, such as surveys, questionnaires and in-person meetings with the Community Liaison Standing Committee.

How the Strategic Plan Meets the Board's Mandate

The Apprenticeship and Certification Act provides the Board with a legislated mandate and purpose consisting of five main tasks.

1. Guide and coordinate an apprenticeship training and certification system in Manitoba that is relevant, accessible and responsive.
2. Promote apprenticeship training and certification as a way for Manitobans to enhance their employment and career opportunities.
3. Support employer and employee participation in learning, skills development and certification.
4. Advise the Minister on matters relating to the present and future needs of the province's labour market, as well as to the needs of Manitobans seeking high quality training and to develop their skills.
5. Participate in interprovincial apprenticeship initiatives with the aim to maintain the apprenticeship training and certification system's good standing with respect to interprovincial standards.

These five tasks comprise the Board's mandate and guide the Strategic Plan 2014 – 2017. Three of the descriptors listed in task one – *Relevant, Accessible, and Responsive* – capture the full scope of the Board's legislated responsibilities and provide a framework of principles to keep the Board focused on fulfilling its duties. In being key features of the Board's Strategic Plan 2014 – 2017, these three descriptors are a constant reminder of the vision that the Board is committed to achieving. They are also a means of creating and maintaining Board accountability.

The Board is also adding two additional descriptors – *Effective and Collaborative* – to its Strategic Plan 2014 – 2017. The Board's commitment to accountability requires a focus on efficacy to ensure the apprenticeship and certification system continues to balance the multitude of needs within it. In addition, the Board recognizes that the apprenticeship and certification system is based on collaborative efforts with industry, training providers, interprovincial stakeholders and government.

All five tasks are captured throughout the Strategic Plan 2014 – 2017 by using the five descriptors – *Relevant, Accessible, Responsive, Effective, and Collaborative* – as headings under which Board activities are described. During the following three years, the Board will remain committed to conducting business that aims to advance one or more of these key tasks. While individual projects and initiatives will change over the years to reflect changing needs and priorities, the five tasks will remain the compass by which the Board fulfils its mandate and purpose.

Establish Training and Certification Standards That Meet the Needs of Industry

As part of its legislated mandate to make recommendations on training standards, certification requirements and the content of regulations respecting designated trades and occupations, the Board is responsible to ensure the alignment of the educational framework for apprenticeship training and certification with industry needs in Manitoba. As part of this, the Board actively participates in the Red Seal Program to ensure that Manitoba's apprenticeship training and certification is relevant and harmonized with interprovincial standards across Canada.

Update Training and Certification Standards on a Regular Basis to Reflect Current Conditions

The Board is responsible to coordinate industry consultation on apprenticeship training and certification standards to ensure the establishment and communication of priorities that reflect emerging trends to meet the present and future needs of Manitoba's labour market.

In order to remain relevant, training and certification standards need to be reviewed on a regular basis to ensure that they meet up-to-date requirements and circumstances. Since there are more than 55 designated trades in Manitoba, updating will occur on a rotational basis depending on current conditions and needs.

Increase Accessibility to the Apprenticeship and Certification System

The Board is committed to ensuring the accessibility of the apprenticeship and certification system for all Manitobans through the active promotion of the apprenticeship model. The Board supports partnerships between government, employers and education to promote essential skills assessment and training to ensure all apprentices have the skills they require to be successful in both technical and on-the-job training.

Increase Participation and Completion Rates of Women, Persons with Disabilities, Aboriginal People and New Canadians.

The Board is committed to increasing the participation and completion rates of targeted groups in apprenticeship and certification, including women in non-traditional trades, persons with disabilities, Aboriginal People, and new Canadians. The Board recognizes that this is an ongoing, systemic challenge which requires the development and implementation of comprehensive strategies over the long term.

Leverage Opportunities to Engage Employers

The Board is committed to employer engagement as one of its main priorities and continues to build relationships with employers across all trade sectors and public entities. Increasing employer participation is the key to future success of the apprenticeship and certification system in Manitoba.

Seek Opportunities to Address Renewal of the Workforce

The Board actively promotes the apprenticeship and certification system as a means to enter into the skilled labour workforce. As greater numbers of ageing workers are preparing to leave the labour market, innovative and effective ways are increasingly needed to encourage more participation in the apprenticeship system. The Board is committed to seeking opportunities that will lead to a flourishing skilled labour workforce in Manitoba.

Use Labour Market Information to Inform Decision Making

The Board is committed to decision making that is informed by current and relevant research on best practices within the apprenticeship and certification system. Labour market information is one important part to informing Board decision making.

Embrace Opportunities to Consider Alternative Training Delivery Models

The Board recognizes that a one-size-fits-all training delivery model is not always optimal due to key differences across trades and the diversity of needs felt by apprentices and employers. The Board has therefore committed to the discussion and consideration of alternative training models in response to these needs.

A variety of pilot projects have been implemented as a way to test new concepts and delivery methods, and the Board will continue to look for ways to further enhance the apprenticeship training and certification system and promote a culture of innovation.

Respond To Requests by Industry for the Designation of Trades and Occupations

The apprenticeship and certification system is industry-driven, and the Board is committed to developing and maintaining close working relationships with industry stakeholders in order to make informed decisions about the designation of new trades and occupations. Requests for compulsory certification can be made directly to the Minister of Jobs and the Economy.

Establish Program and Delivery Standards to Ensure Quality Technical and Practical Training

The Board plays a vital role in the development and coordination of apprenticeship training and certification standards in more than 55 designated trades in Manitoba. The Board is the major advisory body to the Minister of Jobs and the Economy for apprenticeship training and certification related to trade designation, curriculum requirements and all regulatory aspects of trades and occupations in Manitoba. The Board is committed to the apprenticeship and certification model as a vehicle for post-secondary training.

Evaluate and Enhance the Parameters of Pathways towards Certification

The Board has a strong interest in collaborating with provincial and interprovincial partners in government, industry and education to develop broader parameters for career pathways in the trades. The Board will continue to focus on developing new and effective ways for apprentices and tradespersons to obtain appropriate assessment of their knowledge and skills.

Consult and Collaborate with Industry Stakeholders

As part of the Board's legislated mandate, the Board develops and maintains linkages and relationships with industry groups to ensure that the advice and recommendations provided to the Minister, which form the foundation for the designation of trades, occupations and strategic initiatives, reflect current and future needs of Manitoba's industry.

Leverage Opportunities for Harmonization with the Red Seal Program and be Mindful and Responsive to the Activities of the CCDA and Inter-Provincial Alliance of Apprenticeship Board Chairs (IPA)

The Board is a committed and involved partner with a number of interprovincial governing bodies that represent the interests of apprenticeship systems across Canada. The Red Seal Program represents a standard of excellence for industry across Canada. The majority of trades offered in Manitoba are Red Seal trades and as a result, the continued participation and support of the Red Seal Program remains a priority. As a result, the Board will continue to be involved in initiatives coordinated by the CCDA that promote innovative approaches to apprenticeship.

Be Respectful of the Individual and Shared Responsibilities, Expertise and Experience of Apprenticeship Manitoba

Apprenticeship Manitoba and the Board have complementary duties and as a result are required to work in partnership to achieve these shared objectives and outcomes. Apprenticeship Manitoba is responsible for the administration of *The Apprenticeship and Certification Act*, the *Apprenticeship and Certification – General Regulation*, *Apprenticeship and Trades Qualification Fees Regulation* and all trade-specific regulations. Apprenticeship Manitoba supports the work of the Board and PACs by providing the Board with expertise and information related to the oversight, development, monitoring and coordination of the training and certification standards in more than 55 skilled trades in Manitoba.

Identify and Capitalize on Opportunities for Board Development and Collaboration

The Board will continue to seek avenues to ensure collective responsibility towards development and collaboration to better serve the apprenticeship and certification system.

Canadian Council of Directors of Apprenticeship (CCDA):

Comprised of the directors responsible for apprenticeship programs in their respective provincial jurisdictions.

Certification Exams:

A person must pass a certification examination with at least 70% in order to successfully become a certified journeyman in the trade.

Certification Requirements:

The components that are required to become certified in a trade or occupation in Manitoba.

Designated Trades:

The Manitoba trades that are regulated under *The Apprenticeship and Certification Act*.

Exam Development:

Creating and updating certification examinations according to the creation or updating of a National or Provincial Occupational Analysis for a trade.

High School Apprenticeship Program:

A program that lets students begin their apprenticeship training while still in high school. It combines regular high-school instruction with paid, part-time, on-the-job training.

Interprovincial Alliance of Board Chairs (IPA):

A policy making body composed of the chairs of the provincial boards of apprenticeship. It acts as a deliberative forum, which through consuming research, reviewing programs, and drafting generating policy, informs the operational activities of CCDA

Non-traditional Trades:

Includes all trades except Cook, Hairstylist, Esthetician and Electrologist.

Practical Training:

Supervised, on-the-job work experience as part of an apprenticeship program.

Program Standards:

The technical training aspects of an apprenticeship training program, including curriculum and exams.

Red Seal Program:

a national program administered by the CCDA that represents a standard of excellence for the skilled trades, and encourages the harmonization of provincial and territorial apprenticeship and certification programs.

Regulations:

Legal documents that provide the parameters for the designated trades and related legislation under *The Apprenticeship and Certification Act*.

Regulatory Development:

Creating and updating a trade regulation or other regulation under *The Apprenticeship and Certification Act*.

Sustainable:

Trades are increasingly relying on sustainable work practices, processes or technologies, which should be reflected in apprenticeship training.

Sustainable:

A reliance on work practices, processes or technologies that are environmentally friendly.

Technical Training:

In-school training that is required as part of an apprenticeship program.

Trades Qualification:

The process of certification if you are experienced in a designated trade but do not hold a Certificate of Qualification in Manitoba.

Apprenticeship and Certification Board

Strategic Plan 2014 - 2015

YEAR ONE



RELEVANT

ACCESSIBLE

RESPONSIVE

EFFECTIVE

COLLABORATIVE

The following trades have been identified for updating and development in 2014-2015, and include trades carried over from previous strategic planning years.

Regulatory Development

Crane and Hoisting Equipment Operator
 Gasfitter
 Glazier
 Hairstylist
 Floorcovering Installer
 Insulator (Heat & Frost)
 Sprinkler System Installer

Technical Training

Aircraft Maintenance Journeyperson
 Boilermaker
 Bricklayer
 Cabinetmaker
 Carpenter
 Construction Electrician
 Gas Turbine Repair and Overhaul Technician
 Industrial Electrician
 Ironworker
 Painter and Decorator
 Plumber
 Power Electrician
 Roofer
 Steamfitter-Pipefitter

Exam Development

Automotive Painter
 Heavy Duty Equipment Technician
 Machinist
 Motor Vehicle Body Repairer
 Refrigeration and Air Conditioning Mechanic
 Sheet Metal Worker
 Sprinkler System Installer
 Truck and Transport Mechanic
 Welder

New Trade

Powerline Technician: Approved in principle by the Apprenticeship and Certification Board and is currently in development.

New Occupation

Commercial Truck Driver: Approved in principle by the the Apprenticeship and Certification Board and is currently in development.

The Board will continue to develop a “green lens” in its review of training standards and actively seek input regarding the adoption of sustainable work practices, processes or technology and their incorporation into training standards.

The Board will also update the *Apprenticeship and Certification – General Regulation*.

The following activities have been identified for 2014-2015.

Target Groups Advisory Committee

The Board will continue to support the work of the Target Groups Advisory Committee to identify systemic barriers to apprenticeship and certification for women in non-traditional trades, Aboriginal People, persons with disabilities and new Canadians.

Employer Action Plan

The Board will continue to engage with employers who traditionally have not registered apprentices, including public entities, by effectively communicating the benefits of apprenticeship to industry.

The Board will continue to evaluate ways to increase employer participation in the apprenticeship model so that employers are hiring apprentices.

The following activities have been identified for 2014 – 2015.

Youth Action Plan

The Board will continue to support and promote the High School Apprenticeship Program as an effective option to enter into apprenticeship. In addition, the Board will look for ways to improve accessibility to, and the administration of, the High School Apprenticeship Program.

In addition, the Board will make contact with key decision-makers in the education system in order to increase awareness of, and interest in, the apprenticeship and certification system at both the middle school and high school levels for all youth.

The following activities have been identified for 2014 – 2015.

Practical Training

The Board will evaluate the quality of practical training to ensure that the apprenticeship and certification model is fully realized.

Trades Qualification

The Board will evaluate current assessment tools and methods to ensure that knowledge and skills are assessed effectively through the trades qualification process.

The following activities have been identified for 2014 – 2015.

The Board will collaborate and consult with stakeholders throughout the year to maintain transparency and accountability.

The Board will engage with Provincial Advisory Committees to identify trades for development and make recommendations based on consultations with industry.

The Board will provide industry stakeholders with access to the Board through the Community Liaison Standing Committee, which allows the Board to remain responsive to the needs of industry in a timely manner. Consultation may also be initiated by the Community Liaison Standing Committee regarding topics that have been raised by industry stakeholders in order to provide opportunities for enhancements to the apprenticeship and certification system.

The Board will foster opportunities to work in partnership with Apprenticeship Manitoba on provincial and national initiatives through the Interprovincial Alliance of Board Chairs (IPA) and the Canadian Council of Directors of Apprenticeship (CCDA).