



Submitted to  
Industry Training Authority

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(Revised March, 2007)

Automotive Industry Training Association  
Service Plan 2007/08 - 2009/10

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## INTRODUCTION

The Automotive Industry Training Association respectfully submits to the Industry Training Authority this Service Plan for the fiscal years 2007/08 - 2009/10.

With the predicted labour shortage, and outflow of experienced workers within the next few years, interest in training and skills upgrading in the automotive sector has continued to increase. In addition, technology continues to change and training programs must keep pace with the changing technology. Not only have vehicle engines moved into the area of electronics and computerization, but the peripheral automotive industries, such as glass and parts, have also seen vast changes in the technical aspects of these trades.

One of AITA's main purposes is to ensure, through review of existing training programs, and the creation of new programs, that the training materials and curriculum match the needs of today's workers and employers. During 2006, AITA worked with industry in reviewing and upgrading several apprenticeship programs:

- Automotive Collision Repair Technician
- Automotive Refinishing Prep Technician
- Automotive Refinishing Technician
- Automotive Service Technician

In addition to the revision and upgrading of the above programs, AITA revised and streamlined three other programs, combining them into two programs with a common first level. These programs are:

- Automotive Parts Person
- Industrial Warehousing
- Industrial Equipment and Engines Partsperson

This was done through the consultative process using subject matter experts from all three trades. This project was unique in that it not only revised and upgraded the trades but also identified and utilized common core elements to produce the first level.

Some of AITA's other activities included:

- Facilitating discussions within industry to respond to the Industry Training Authority's initiative to standardize credit for entry level trades training and apprenticeship technical training for Automotive Service Technician, Automotive Collision Repair Technician and Refinishing Prep Technician programs.

- Launching an information website for use by industry, secondary school students, apprentices and the public, along with a supporting mail communication in the form of a brochure to 5300 industry businesses announcing the website and AITA's mandate. The website address is: **www.autoapprentice.com**
- Conducting site visits of current and potential ACE-IT programs.
- Promoting automotive trades through participation in, and support of, career fairs, skills competitions, conferences and various speaking engagements.
- Consulting with training providers in the development and implementation of alternative delivery models for Automotive Collision Repair Technician and Automotive Service Technician.
- Participating as part of a National Steering Committee in the national sector council of Canadian Automotive Repair & Service's (CARS) study of Internationally Trained Workers in the automotive sector.

AITA also met with individuals and groups in the following automotive trades to assess their training requirements and establish priorities:

- Automotive Upholstery
- Automotive Glass
- Motorcycle Mechanic
- Service Advisor (This in response to interest in the automotive sector to have this position become a recognized trade.)

Through AITA's ongoing consultations within the automotive industry, its review of ITA's expectations, and in considering its own vision and mission, the goals outlined on the next page have been established for this Service Plan and will be discussed at length in the *Goals, Strategies and Performance Measures* section of the Plan.

## **AITA's Goals 2007 - 2010**

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- Review existing programs and create new programs as required, ensuring that high standards are maintained and established, and that national standards are met and/or exceeded.
- Educate employers to the benefits of apprenticeship sponsorship and support.
- Increase the number of apprentices entering and completing automotive apprenticeship programs.
- Increase the number of youth in automotive trades.
- Increase the number of apprentices in automotive trades from under-represented sectors.
- Stay current with Federal initiatives with regard to immigrants in trades to identify opportunities to increase the automotive industry's workforce with qualified immigrants.
- Provide quality service to the automotive industry at all levels.

## ORGANIZATIONAL OVERVIEW

The Automotive Industry Training Association was incorporated in 2005 and since that time has undertaken its responsibilities, as outlined in its constitution, to:

- Identify current and future skills and training needs
- Design and develop training programs and strategies
- Establish occupational and program standards
- Design challenge exams in cooperation with training providers
- Develop an annual training plan
- Market/promote programs to employers

In carrying out these responsibilities, AITA is accountable to two groups within the automotive industry:

*Employers* - any employer, or group of employers representing a sector within the industry; and

*Apprentices/prospective apprentices and Trainees* - those already working in the industry or desirous of doing so.

The Automotive Industry Training Association is comprised of and governed by the following individuals:

Executive Director:	Lloyd Stamm
Board of Directors:	Glenn Vollhoffer (Chair), Ford Canada
	Sean Thompson (Vice-Chair), Honda Canada
	Lloyd Stamm, (Secretary-Treasurer), AITA
	Bob Clarke, Automotive Retailers Association
	Curtis Edwards, Jim Pattison Toyota
	Jobse, Judy, Richport Ford Lincoln
	Rob Lang, Richmond Motorworks
	Jim Perkins, Greater Vancouver Regional District
	Glen Ringdal, New Car Dealers Association
	Bob Wilson, Kirmac Collision
	Bruce Winn, Winn Automotive

In order to ensure that stakeholders were aware of the existence and function of AITA, in 2006 a marketing campaign was undertaken and a brochure providing details on AITA's function and responsibilities was created and mailed to employers in the automotive industry in BC. An AITA website was set up to provide information, especially with regard to accessing AITA's services in particular, and the apprenticeship system in general. AITA's website address is:  
[www.autoapprentice.com](http://www.autoapprentice.com)

Attendance at, and/or participation in, conferences, meetings and tradeshow also provides an opportunity for AITA to make its presence, goals and responsibilities known within the automotive industry in British Columbia and in the rest of Canada. This is particularly valuable in helping AITA keep its "finger on the pulse" of the industry as a whole. The BC Automotive Sector Council remains one of the main ways AITA can access the industry, and through which employers can access AITA.

AITA is not only accountable to employers and apprentices in carrying out its duties, but also to the Industry Training Authority. It is guided by a twelve-member Board of Directors with Board members drawn from various backgrounds within the industry. The Board provides guidance to, and oversight of, AITA. It is charged with approving policies and strategic direction and monitors the activities and performance of AITA against its goals. Directors perform their duties in the best interests of AITA as a whole and do not act for any particular sector within the industry. The Board creates ad hoc committees as required. In addition, the Board has established a Human Resources Standing Committee. These committees also act in accordance with AITA's policies and towards AITA's best interests.

The Automotive Industry Training Association is located in Burnaby, BC

## STRATEGIC CONTEXT

The Automotive Industry Training Association is guided by Vision and Mission statements and a set of core values that were defined by its Board of Directors.

### Vision

That the British Columbia automotive industry is assured of the training required to provide the most competent and productive workforce in Canada.

### Mission

To support the British Columbia automotive industry with the training and credentialing that effectively matches the supply of appropriately skilled workers with industry needs.

### Values

AITA's values are supportive of, and consistent with, the ITA's core values of Quality, Skill Development Opportunity and Accountability and are reflected in the development and implementation of AITA. They are:

- Industry leadership and coordination
- Customer-centered focus
- Accessible programs and services
- Stakeholder inclusiveness and partnership
- Operational effectiveness
- Integrity
- Honesty
- Quality training that includes Provincial and national skill standards and qualifications
- Transparency in business practices and operations

AITA will remain current in identifying immediate and future training needs in the automotive industry in British Columbia, and will establish, administer and promote automotive industry trades training in response to those needs in a timely fashion. In addition, programs will be developed with the highest standards and in close consultation with Industry to ensure accuracy and relevancy.

AITA will develop annual training plans and marketing programs to ensure that all stakeholders in the Province are fully cognizant of AITA's activities and responsibilities.

Further, AITA will be accountable to employers and apprentices and the Industry Training Authority for the standards and outcomes of ITA approved automotive training programs.

#### Planning Context and Strategic Issues

The mandate of the Automotive Industry Training Association is to function as an effective industry sector coordinating agency by identifying industry training needs, aligning industry training needs and occupational standards, measuring industry training results, and directly interfacing with the public, private and K-12 providers.

The Automotive Industry Training Association has been created to ensure that automotive trades training in the Province is of the highest standard and easily accessible to those wishing to enter an automotive trade, as well as to those already employed in this sector who wish to upgrade their skills and training. AITA must, at the same time, ensure that employers are supported with trained workers sufficient to meet their needs.

#### External Risks and Opportunities

In consultation with stakeholders, and through review of current labour market conditions, factors affecting AITA's initiatives have been identified and provide the planning context that will drive AITA's priorities and planned activities in the future.

### **Changing Technologies**

Electronic technology and the use of computers, is becoming more prevalent in the automotive trades. Experienced technicians who have been in the field for many years do not have the familiarity with the new technology and are often reluctant to learn.

There has been an increased requirement to use new materials in several of the automotive trades, particularly in collision repair. There are new metals and alloys, and composite plastics that require specific handling and use.

There have been vast improvements in vehicle manufacturing quality. While vehicles typically require less maintenance and repair, the standards of maintenance and repair are placing higher demands on technicians. Also, today's consumers are very well informed and their expectations with regard to quality of work, speed of repairs and cost effectiveness are extremely high, thus increasing pressure on employers and technicians.

*AITA's Response: It is clear that not only will the use of these new technologies have to be included in current and future training curriculum, but up-grade and post-journeyman training will also have to be available to those already certified and working in the field. Consequently, AITA will be reviewing training curriculum and meeting with subject matter experts of those trades affected by the new technologies. Program revisions will be undertaken as quickly as possible to ensure that relevant training is provided throughout the Province. (Goal 1) AITA has also recognized the need for "employer education", and it is through this strategy that employers will be made aware of the great need for investment in the training and development of their technical employees. (Goal 2)*

### **Market Supply Challenges**

Recent labour market projections indicate that over the next five years, 2596 additional Automotive Service Technicians (5.6% annual increase) and 816 Automotive Collision Repair Technicians (5.9% annual increase), will be required. There are several factors affecting market supply of workers. One is the aging population and the subsequent large scale retiring across the country in all business sectors. It is expected that by 2010, this fact, combined with a declining birthrate, will significantly shrink the BC workforce. This will, naturally, impact the automotive industry.

While some technicians are choosing to retire early rather than be trained in the new technologies to meet performance demands, other reasons have emerged from industry feedback, survey results and anecdotal evidence from employers. Physical demands on the individual, and competitive compensation and benefits from other trades are two such reasons, and the latter is discussed under "Economic Factors".

Another issue that effects market supply of workers is the persistent public misperceptions that employment in automotive industry trades is unsafe, dirty, requires physical strength, and/or is unsuitable for women. In a recent survey, only 32% of youth aged 13 - 18 say they would be likely to consider a career in the skilled trades.

*AITA's Response: AITA will continue to expand awareness of its functions and responsibilities to the automotive industry within the Province, with on of its emphasis being on attracting more youth into the industry. (Goal 4) Often the only automotive trade option in high schools is automotive service; however, there are those who would like to work in the automotive field, but not as service technicians. Therefore, AITA will encourage the creation of other automotive programs through involvement with both Secondary and Post Secondary schools. This involvement allows industry input into school programming that will assist in fulfillment of AITA's goal to attract more youth to the Automotive Industry. Promotion on the AITA website ([www.auto.apprentice.com](http://www.auto.apprentice.com)) of ACE-IT, SSA and Foundation (ELTT) programs gives employers and potential students access to information about these learning models. AITA will also continue in its efforts to educate employers about the advantages of attracting and retaining workers through the use of training sponsorships and support. As recognition that misperceptions about automotive trades is reducing the possible number of apprentices, AITA's will continue to increase awareness and education efforts as a means of increasing worker supply .The goal will be to attract more women into the trade, as well as others who may have avoided it due to misperceptions. In addition, in a further endeavour to solve workforce deficiencies, AITA is exploring opportunities, through Indian and Northern Affairs and through the Provincial Aboriginal Strategy, to work with aboriginal communities, another under-represented sector . (Goal 5)*

### **Economic Factors**

Labour market surveys have long indicated that there is a wage disparity within the automotive industry resulting from geographical differences. Technicians in urban areas have always made a higher wage than their counterparts in rural areas. One of the difficulties is that those from rural areas come to the urban centers for training, observe the wage difference and often opt to move from their rural locations, thus adding a further burden on labour shortages in rural areas.

Another drain on the automotive labour pool is the attraction of other trades where a higher wage is provided. This is especially true when one particular trade is in a "boom"

situation. Although the work may eventually come to an end, workers often find it difficult to return to their original trade with its lower wages.

*AITA's Response: Rural employers within the industry are aware of the attraction of urban wages, especially for younger workers. AITA will work with employers to develop strategies to counter this effect, for example, offering training incentives and other job enrichment bonuses. AITA will also encourage the development of alternative training models which, apart from any other benefits, would have the effect of keeping the worker on home territory while learning. AITA will encourage both employers and workers to appreciate the long-term benefits of "fair" wages and benefits, that while not necessarily as attractive as those of another trade (on a temporary basis), would be beneficial in the long-term. (Goal 2)*

### **Immigrant Labour Force**

Immigrants may provide a valuable labour force for the automotive industry if their competency could be assessed accurately. The Federal government has recently released results of a survey on Immigrants in Trades, and it has identified certain barriers faced by new immigrants wishing to continue work in their own trade. One of the major barriers for an immigrant is that of language. They do not know the language of their trade in English and are, therefore, virtually unemployable as technicians. Further, a lack of English language skills makes accurate competency assessment impossible. Frequently, immigrants will go to work for a former countryman who serves that community so he or she does not have to work in English. The survey also indicated that sometimes these individuals are taken advantage of with low pay and poor treatment because they cannot go to work elsewhere, and in many cases, are not aware of their options.

*AITA's Response: AITA has been actively working with the Canadian Automotive Repair & Service (CARS) Council (the national sector council) on a study of Internationally Trained Workers in the automotive sector as part of a national steering committee. AITA was able to observe some of the Vancouver focus groups that were part of the study to better understand issues facing immigrant tradespersons. It is AITA's intention to follow very closely the progress of steps being taken to address some of the issues identified during the study. AITA is also prepared to work with industry and government in creating valid assessment tools to assist in both finding tradesmen for industry, and jobs for qualified immigrants. (Goal 6)*

## Training Options

One of the challenges encountered with offering automotive training in British Columbia is that of providing in-school training in rural areas. In urban areas, trainees generally have choices as to where and when to obtain training. Workers in rural areas, however, usually have to travel to receive training. Sometimes it only involves a long, daily drive, but sometimes the trainee has to travel to a major urban area, and remain there during the training, incurring accommodation and living expenses. As discussed in *Economic Factors*, when the training is complete, often the trainee does not want to return home to work, but will instead find a job in the area where he trained.

Another factor which impacts training today is that of lifestyle. Individuals do not necessarily want to undertake training during the day, during the week. Personal and family situations often dictate a person's availability, and willingness, for training. There is an increased need for alternative models for training to meet the need for flexibility.

Although 55%, on average, of employers have at least one apprentice, regardless of region, automotive trade or business size, they have some concerns around training models. The reality of losing an employee for an extended period of time to attend school, has a financial impact on the business thus creating another barrier.

*AITA's response: AITA has already reviewed some automotive training being adapted for online learning, specifically for collision repair, and is encouraging this endeavour. AITA will be working with employers and other subject matter experts to evaluate the suitability of this model or other computerized training for other automotive trades. This could well be the answer for trades that have very small numbers of apprentices who are perhaps scattered over the Province. An example is the upholstery trade. As an alternative to conventional, day-time classes, models requiring evening and weekend attendance have already been tested and proven successful in the Automotive Service Technician Program. Where appropriate, AITA will support this shift in learning models through consultation with the various service providers. (Goals 2 & 3)*

## Internal Risks and Opportunities

### **General Organizational Capacity**

It was the recognition by government and industry of the urgency of promoting trades and trades training in British Columbia that powered the creation of the Industry Training Authority and the Industry Training Organization model. It was also recognized that sufficient infrastructure and program development and implementation capacity would be required within ITOs to meet current and emerging training demands.

The Automotive Industry Training Association started with its Board of Directors and only one individual, the Executive Director, to handle all aspects of the Association responsibilities as outlined in the section *Organizational Overview*. Over a relatively short period of time, the natural evolution of these responsibilities required that AITA's operational capacity be increased. Consequently, in July, 2006 a Coordinator, Program Development came on board, which allowed AITA to expand its services somewhat.

In developing AITA's strategic goals, and reviewing the requirements of Full Service, it became clear that in order to carry out its full responsibilities with efficiency and within the framework established, incremental growth of operational capacity will be needed, along with organizational flexibility.

*AITA's Response: AITA's Board of Directors has established a sub-committee to explore various structural options. The sub-committee is meeting with a Human Resources Consultant whose area of expertise includes the development and growth of organizations in line with stated mission and goals. It is expected that AITA will be in an excellent position to respond to the increased requirements of the Full Service Plan when a strong structure, tailored to AITA's unique nature, is established with a focus on the most effective use of personnel. (Goal 7)*

### **Service Quality**

As mentioned above, AITA has been operating with a very lean structure. When reviewing full service responsibilities, it becomes obvious that to establish and maintain excellence in quality of service, AITA will have to expand its personnel base. The areas of information provision, registrations, assessments (prior learning and experienced based skills assessments), challenge exams and apprenticeship follow-up require a superior organizational base, administered by efficient, well-trained staff. Another element that affects service quality is that of timeliness, especially with regard to program development and revision.

*AITA's Response: It is recognized that one of the means of providing excellence in service is to employ competent personnel, however, this in itself is insufficient to ensure quality service. An overall structure to support AITA's functions and responsibilities must be in place, and as stated previously, AITA has engaged the services of a Human Resources Consultant to ensure that the correct structural base is established. (Goal 7)*

*To ensure that AITA is in the best position to provide regularly updated information to industry - employers and apprentices alike – a website has been created with links to*

*other pertinent sites. (www.autoapprentice.com)It is anticipated that under the Full Service arrangement the AITA website will contain a link to ITA's online registration when it becomes available. This will greatly aid in the registration process and provide easy access for registrants. Also, with regard to ensuring that employers and apprentices are kept up to date, AITA has engaged the services of a marketing Consultant who is assisting in the development of a communications plan that includes print media along with the website. As a means of measuring service quality, AITA will be closely studying results from ITA's annual surveys, as well as anecdotal record and through industry association feedback.*

*In the area of program development, all factors will be assessed in setting priorities, including numbers involved, scope of revisions, and commitment, support and availability of industry experts.*

### **Standards Maintenance**

British Columbia enjoys an excellent reputation with regard to the quality of its automotive training programs. AITA is committed to ensuring that this reputation continues to be justified, not only through review of existing programs, but also in the development of new programs for emerging trades.

*AITA's Response: The key factor in ensuring the quality of standards in the automotive industry is the close, working relationship between industry's employers and AITA personnel. AITA will continue to work in close concert with the industry through the Sector Council and on an individual basis. We will consult with subject matter experts at every level of the revision and design process, as well as ensure that all automotive training in British Columbia meets and/or exceeds national standards. (Goal 1)*

*Further, AITA will continue in the development of its relationship with training providers, and will monitor outcomes of the training to ensure that curriculum and training materials are being utilized as they were designed to be used, and that uniformity of content is maintained between institutions.*

*Over the next three years, AITA intends to undertake the program review/revision and/or development as outlined on Page 16, Goal 1.*

## PERFORMANCE MANAGEMENT FRAMEWORK

### Statement Of Goals and Rationale

Through a process of industry consultations, the Automotive Industry Training Association has identified major challenges and opportunities facing the automotive industry, and AITA as it moves forward. These include: effects of technological changes in the industry; economic and demographic effects on labour force supply, effective and timely training options, the need for up-to-date and rigorous program standards, organizational capacity and service quality. AITA has developed goals, strategies and performance measures around these issues.

The goals and strategies were established in accordance with AITA's vision and mission statements, and in alignment with its organizational values, and the ITA's service plan. Performance measures are based primarily on obtainable data from the ITA; however, other sources may be used to determine progress on some goals.

The goals as defined within this service plan are:

1. Review existing programs and create new programs as required, ensuring that high standards are maintained and established, and that national standards are met and/or exceeded.
2. Educate employers to the benefits of apprenticeship sponsorship and support.
3. Increase the number of apprentices entering and completing automotive apprenticeship programs.
4. Increase the number of youth in automotive trades.
5. Increase the number of apprentices in automotive trades from under-represented sectors.
6. Stay current with Federal initiatives with regard to immigrants in trades to identify opportunities to increase the automotive industry's workforce with qualified immigrants.
7. Provide quality service to the automotive industry at all levels.

### Performance Management Systems

Much of the performance measurement included in this plan is dependent on information provided by the ITA through their Apprenticeship Information Management System (AIMS). Ongoing improvements to the system by ITA will enhance the tracking and reporting capacities and capabilities of the system. One of the major improvements will be the ability for AITA to link into the system to provide an online registration portal for the automotive industry through the AITA website. ([www.autoapprentice.com](http://www.autoapprentice.com)) The data provided by the ITA on industry satisfaction and awareness is obtained by a third party survey.

**GOALS, STRATEGIES AND PERFORMANCE MEASURES**

<b>Goal 1:</b> Review existing programs and create new programs as required, ensuring that high standards are maintained and established, and that national standards are met and/or exceeded.				
<b>Strategies:</b>				
<ul style="list-style-type: none"> <li>▪ Continue ongoing meetings/industry consultations to ensure program relevancy response to current conditions</li> <li>▪ Continue to build internal operational capacity to handle effective program review, updating and development</li> <li>▪ Ensure program satisfaction by conducting targeted surveys</li> <li>▪ Continue to align Accredited programs with Red Seal standards</li> <li>▪ Work towards having recognized trades become Accredited programs</li> </ul>				
Performance Measure	Baseline	Targets		
	2006/07 Actual	2007/08 Forecast	2008/09	2009/10
Number of training programs reviewed/revised	3 <sup>1</sup>	4 <sup>2</sup>	3 <sup>3</sup>	4 <sup>4</sup>
Number of new programs created	0	1 <sup>5</sup>	0	0

**Notes: The figures provided refer only to those program reviews completed, and do not reflect the program reviews that will be started in a particular year and finished in the next.**

1. Automotive Collision Repair; Automotive Re-finishing Prep Tech; Automotive Re-finishing Prep (Painter)
2. Automotive Service Technician; Industrial Engines & Equipment Partsperson; Partsperson (Automotive Partsperson); Industrial Warehouseperson
3. Automotive Upholsterer; Automotive Glass Technician; Motorcycle Mechanic
4. Automatic Transmission Service Technician; Tire Repairer; Automotive Wheel Alignment, Brake and Frame Straightening; Automotive Machinist
5. Service Advisor

**Goal 2:**  
Educate employers to the benefits of apprenticeship sponsorship and support.

- Strategies:**
- Continue to meet with industry through forums and industry consultations to gather qualitative data in support of apprenticeship sponsorships
  - Continue to participate in trade shows, career fairs and speaking engagements
  - Continue to develop industry communiqués and other media to support education of employers
  - Conduct workshops developed by AITA Human Resources Standing Committee
  - Continue to encourage development and implementation of effective training model options that are more attractive to employers

Performance Measure	Baseline	Targets		
		2007/08 Forecast	2008/09	2009/10
	2006/07 Actual			
Number of employers/sponsors offering trainee/apprentice placements.	1717	1775	1830	1890
Program utilization rates	75%	75	75	75

**Goal 3:**

Increase the number of apprentices entering and completing automotive apprenticeship programs.

**Strategies:**

- Continue to encourage development and implementation of effective training options to reduce barriers to participation in apprenticeship
- Develop a marketing plan to improve image of automotive industry trades, dispel misperceptions, and increase awareness in the general population
- Continue to participate in trade shows, career fairs and speaking engagements
- Continue to meet with industry through forums and industry consultations to gather qualitative data in support of apprentice sponsorships
- Ensure the relevancy and quality of training so that registered apprentices are encouraged to complete their training
- Continue to support various training delivery models so that apprentices can choose the option that best suits their lifestyle in order to complete the program
- Encourage youth to enter automotive industry trades. (See Goal 4)
- Promote the automotive trades to under-represented sectors. (See Goal 5)
- Monitor status of immigrants in trades (See Goal 6)

Ensure that AITA's quality of customer service supports both apprentice and employer contact

Performance Measure	Baseline	Targets		
	2006/07 Actual	2007/08 Forecast	2008/09	2009/10
Program completion rates - ACT - % (see Note 1)	45	45	47	50
- AST - % (see Note 1)	53	53	55	57
Numbers of certificates	488	488	500	510
Examination pass/fall rates (Red Seal) % - see note				
AST	86	86	86	86
ACRT	68	72	75	79
ART	80	80	80	80
Partsperson (See Note 2)	100	100	75	80

**Note 1:** These figures are not for a full year. Will provide future targets when figures are available.

**Note 2:** The baseline and 2007/08 Forecast figures are at 100% due to the low number of participants currently in the Program. With the revised new program in place, we expect the number of registrants to increase significantly, therefore, the targets for 2008 -2007 will be more accurate.

**Goal 4:**  
Increase the number of youth in automotive trades.

**Strategies:**  
In addition to the strategies to build numbers of apprentices/ trainees in general (shown in Goal 3), the following strategies will be used to address the specific issue of encouraging youth into the automotive trades:

- Continue to work with school districts, training providers and employers in the development of automotive ACE-IT Programs in Secondary schools
- Continue to work with training providers and employers in the development of Foundation (ELTT) programs in Post-Secondary schools
- Develop a marketing plan to improve image of automotive industry trades, dispel misperceptions, and increase awareness in the general population
- Continue to participate in trade shows, career fairs and speaking engagements
- Continue to build awareness of career options in *all* automotive trades, rather than only the high profile trades, through effective communications with Secondary school career councilors and teachers

Performance Measure	Baseline	Targets		
	2006/07 Actual	2007/08 Forecast	2008/09	2009/10
Number of registered youth participants in ACE IT and SSA programs	397	430	500	600

**Goal 5:**

Increase the number of apprentices in automotive trades from under-represented sectors.

**Strategies:**

In addition to the strategies to build numbers of apprentices/trainees in general (shown in Goal 3), the following strategies will be used to address the challenges and opportunities for the specific group identified.

*For Women:*

- Continue to build awareness of career options for women in all automotive trades, rather than only the high profile trades, through effective communications with Secondary school career councilors and teachers
- Develop communications targeted for female audiences that dispel misperceptions about automotive trades

*For First Nations Individuals:*

- Continue to work with Department of Indian and Northern Affairs and band coordinators to inform aboriginal communities about options within the automotive industry
- Work with the Provincial Aboriginal Strategy to promote the automotive trades

Performance Measure	Baseline	Targets		
		2007/08 Forecast	2008/09	2009/10
	<b>2006/07 Actual</b>			
Number of women enrolled in automotive apprenticeship programs	Baseline figure not available			
Number of aboriginals enrolled in automotive apprenticeship programs	Baseline figure not available			

<b>Goal 6:</b> Stay current with Federal initiatives with regard to immigrants in trades to identify opportunities to increase the automotive industry's workforce with qualified immigrants.				
<b>Strategies:</b>				
<ul style="list-style-type: none"> <li>▪ Continue to take part in CARS Steering Committee project on immigrants</li> <li>▪ Monitor Federal government activities in this area</li> </ul>				
<b>Performance Measure</b>	<b>Baseline</b>	<b>Targets</b>		
At this time, the effects of the various activities cannot be measured. When and if the situation warrants, AITA is prepared to provide assessment services.	N/A			

<b>Goal 7:</b> Provide quality service to the automotive industry at all levels.				
<b>Strategies:</b>				
<ul style="list-style-type: none"> <li>▪ Build sufficient operational capacity</li> <li>▪ Ensure that staff is competent and well trained to offer service consistent with AITA's vision and mission</li> <li>▪ Ensure commitments are met on-time</li> <li>▪ Ensure flexibility and adaptability to changing priorities and business situations</li> <li>▪ Measure program satisfaction by conducting periodic industry surveys as well as utilizing ITA survey results</li> </ul>				
<b>Performance Measure</b>	<b>Baseline</b>	<b>Targets</b>		
	<b>2006/07 Actual</b>	<b>2007/08 Forecast</b>	<b>2008/09</b>	<b>2009/10</b>
Level of customer satisfaction as evaluated through an annual customer satisfaction index measure	83.5	86	86	86
Level of customer awareness as evaluated through an annual customer satisfaction index measure	74.5	79	79	79

**ALIGNMENT WITH ITA'S SERVICE PLAN 2006/7 - 2008/9**

Not only are AITA's vision and mission, as discussed in *Strategic Context*, consistent with the spirit of the ITA's purpose, but AITA's values are also closely aligned with those of the Industry Training Authority. Further, AITA's goals are truly supportive of the ITA's goals, as outlined in its Service Plan 2006/07 - 2008/09, in that AITA's activities serve as reinforcement of the larger vision.

*ITA Goal: Expand industry training participation on the part of both trainees/apprentices and employers/sponsors.*

AITA Activities: One of the major challenges of a relatively new organization is that of public awareness of its of its existence and functions. Therefore, AITA has not only worked to develop awareness in the community, but has also worked to establish its credibility as an agency that can be trusted to support the industry. Not only has AITA undertaken awareness/marketing activities that will be discussed below, but it very quickly involved itself with school districts thus ensuring that the automotive trades are seen as options for high school students not intending to go to university. Through the Sector Council and on an individual basis, AITA continues to work with employers to encourage their support for apprenticeship programs and sponsorship.

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*ITA Goal: Provide infrastructure which will assure active and effective leadership of industry training by industry itself.*

AITA Activities: AITA has, with the ITA's support, very quickly assumed a leadership role in automotive industry training, and this will only increase with time as AITA becomes more well known and assumes more of the responsibilities of Full Service.

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*ITA Goal: Implement a financial and accountability framework ensuring efficient use of funding on the part of training providers.*

AITA Activities: AITA has set up an accounting system that clearly tracks its expenses, and is thus able to determine where and how funds can be best used effectively. Also, AITA ensures, through cost/benefit analysis, that the funds are used wisely and that suppliers prices are competitive. AITA's accounts are open to scrutiny at any time and it has engaged a reputable accounting firm to conduct an annual audit.

*ITA Goal: Ensure high-quality program standards and high levels of client satisfaction with services provided by the ITA.*

AITA Activities: AITA has used, and will continue to use, its extensive on-going industry dialogue to establish and confirm the relevancy and effectiveness of the automotive apprenticeship programs. Not only does AITA deal directly with apprentices and employers as required, but it also works with, and supports, ITA's Customer Service Department. AITA takes very seriously the results of the annual Customer Satisfaction Index, the results of which are provided by the ITA, and demonstrates its flexibility in responding to client feedback.

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*ITA Goal: Ensure stakeholder awareness of the industry training system and increase intent to participate by targeting groups, through communiqués and marketing.*

AITA Activities: AITA is very cognizant of the necessity of maintaining strong stakeholder awareness of its role and responsibilities to ensure all of its goals, and by extension, ITA's goals are met. Therefore, AITA will continue to ensure awareness through periodic industry through its marketing campaigns and communiqués. AITA will also maintain a high profile at conferences, tradeshow, and forums. Further, AITA will continue its involvement in Skills Canada, BC, CARS Council and the Automotive Sector Council.

## SUMMARY FINANCIAL OUTLOOK

	Forecast	2007/08	2008/09	2009/10
<b>REVENUE</b>				
ITA Core Funding		<sup>1</sup> 360,000	390,000	400,000
Program Development Funding		150,000	200,000	240,000
<b>Total Revenue</b>		<b>510,000</b>	<b>590,000</b>	<b>640,000</b>
<b>COSTS</b>				
Salaries and Benefits		332,000	400,000	460,000
Office Expenses		13,500	15,000	15,000
Professional Services		5,000	5,000	5,000
Travel and Meeting - General		45,000	52,000	52,000
Consulting - General		48,000	51,500	41,500
Marketing/Communications		56,000	56,000	56,000
Facilities		10,500	10,500	10,500
<b>TOTAL COSTS</b>		<b>510,000</b>	<b>590,000</b>	<b>640,000</b>

Note: (1) This figure represents two months at Development Stage funding plus ten months at Full Service Funding in anticipation of move to Full Service for June 1, 2007.



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