
MANDATE STATEMENT

THE BRITISH COLUMBIA TRANSPORTATION INDUSTRY TRAINING ORGANIZATION

August 12, 2008

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1. PURPOSE STATEMENT

The establishment of an Industry Training Organization (ITO) for the British Columbia (BC) transportation industry was approved by the Industry Training Authority (ITA) Board in June 2008. The Transportation ITO is sanctioned by the ITA under the provisions of the *Industry Training Authority Act* and the *ITA Policy ITO 6000* (“Approval of ITO and Assignment of Responsibility for Industry Training Programs”).

The Transportation ITO will assume responsibility for transportation-related industry training programs in BC. Specifically, it is responsible for training programs of particular relevance to a cross-sectoral group of employers made up of enterprises in the coastal marine, road building¹, transit, trucking and other sectors using common specified trades.

This Mandate Statement defines how the Transportation ITO will provide industry leadership and active engagement in defining and meeting relevant transportation-related training needs, including fulfilling its responsibility for specified trades and industry training programs.

Agreement on this mandate has emerged from the work of an industry steering committee representing the above transportation sectors. This committee was formed in September 2007, and held discussions with several other transportation organizations, including inviting feedback on the ITO application subsequently approved by the ITA.

The sponsoring organizations of the Transportation ITO are:

- British Columbia Road Builders & Heavy Construction Association;
- British Columbia Trucking Association;
- Coast Mountain Bus Company;
- Council of Marine Carriers; and,
- TransLink – South Coast BC Transportation Authority.

2. THE TRANSPORTATION INDUSTRY AND RELATED TRADES

2.1 Industry Scope

According to the Western Transportation Advisory Council (WESTAC), transportation is a strategic part of the economy of the province and the Asia Pacific Gateway, accounting for 1 in 7 jobs in British Columbia. Ensuring a skilled workforce is a critical concern for

¹ For purposes of this application, “road building” includes road maintenance and heavy construction.

this industry. Without the necessary human resources and skills, our ability to move people and freight and build and maintain transportation infrastructure and equipment will be seriously hampered.

The Transportation ITO will be different from the majority of ITOs (with the exception of the Resource Training Organization) in that it spans several sectors. As indicated, there is a strong similarity of training and strategic interests within these sectors, all which are transportation-based. In fact many of the assigned trades are employed in all transportation sectors.

The four sectors represented within this proposed ITO are among the longest established and largest sectors of the BC economy. Collectively, they are part of a broader transportation industry that accounts for over 140,000 jobs and almost \$20 billion in economic activity in the Greater Vancouver “Gateway” alone. These sectors and trades are important to all areas of BC.

The proposed Transportation ITO will be composed of the following four industry sectors in BC:

- Coast marine carriers;
- Road building and heavy construction;
- Transit; and,
- Trucking.

Other sectors and types of employers – such as aerospace manufacturers and maintenance companies, crane contractors, railway companies, ports and others – and other ITOs may wish to participate in or associate with the Transportation ITO in the future. The board of the Transportation ITO will continue dialogue with other transportation-related sectors that it started last fall. The Transportation ITO will welcome the participation of other sectors and industries that employ the assigned trades.

2.2 Occupational Scope

The Transportation ITO has responsibility for a significant number of industry training programs, including a number of high-participation occupations. It has been assigned responsibility for the following ITA industry training programs:

- Aggregate Plant Operator
- Asphalt Paving/Laydown
- Asphalt Plant Operator
- Concrete Plant Operator
- Professional (Truck) Driver
- Railway Car Technician
- Road Builder Foundation
- Tire Repairer

- Deckhand
- Diesel Engine Mechanic
- Diesel Fuel Injection Mechanic
- Forklift Mechanic
- Heavy Duty Equipment Technician (*Mechanic*) "Red Seal"
- Heavy Equipment Operator
- Hydraulic Service Mechanic
- Transport Refrigeration Mechanic
- Transport Trailer Technician (*Commercial Trailer Mechanic*) "Red Seal"
- Truck and Transport Mechanic (*Commercial Transport Vehicle Mechanic*) "Red Seal"

These include large and long-established programs such as Heavy Duty Equipment Technician and Truck and Transport Mechanic, recently introduced programs such as Heavy Equipment Operator and Road Builder Foundation, and very recently approved ones, namely the Deckhand and Professional Driver programs.

The proposed occupations exclude aircraft and crane occupations and some other occupations that are commonly associated with the “transportation” industry and employed within transportation sectors, although in more limited numbers. As indicated, the Transportation ITO will continue a dialogue with associations and employers with an interest in these occupations in case there are opportunities to work together.

Labour market demand and pressures across many of the assigned trades – and in the transportation industry context in particular – are anticipated to be very strong in the years ahead. In particular, dramatic levels of retirement-driven turnover are projected. There is also intense competition between industries and jurisdictions (most notably other provinces and states).

3. THE ITA AND THE ITO FRAMEWORK

The ITA is the provincial government agency mandated to govern, expand and improve BC’s industry training system. The ITA is empowered, under the *Industry Training Authority Act*, to delegate a range of functions. This is intended in part to facilitate more direct industry leadership and ownership with respect to industry training. ITOs are the key vehicles by which this objective will be achieved.

The ITA’s mandate is to develop an “industry-led” training system. To facilitate industry leadership, the ITA supports the formation of ITOs, which are industry-based bodies that take lead responsibility for industry training within a recognized industry sector. ITOs are initiated and supported by industry and approved by the ITA. Principles of the ITO model are:

- Industry is best positioned and qualified to determine its own training needs and to coordinate the system;
- Substantial industry commitment and participation is critical to the success of the ITO model;
- Autonomy of ITOs is required to produce results and this autonomy must be balanced with the ITA's overall accountability to government for the industry training system;
- An outcome / performance based model with a high level of accountability and transparency offers the greatest flexibility to ITOs to achieve their objectives;
- ITO activities must not be inconsistent with the mandate and strategic direction of the ITA, but may extend beyond the objectives of the ITA; and,
- ITA and ITOs must strive to make the most effective use of public moneys.

The ITA has developed a framework for the approval, operation and funding of ITOs. ITOs are to be structured and to be provided resources to effectively meet training and workforce development requirements within their sectors or spheres of responsibility. They work to continually align training outcomes with workplace needs, and are accountable for key performance measures such as participation growth.

The role of an ITO includes defining training needs, developing training plans, coordinating training delivery, setting occupational and program standards, promoting industry training and career opportunities, providing services to apprentices and employers, and measuring training outcomes. These responsibilities encompass both the ongoing delivery and improvement of existing training programs, and new program development as may be required. Industry interest in ITO formation has been strong.

The sectors represented within the Transportation ITO have been deemed appropriate and are a significant group for constituting an ITO for the following reasons:

- While the Transportation ITO is cross-sectoral, there are considerable commonalities in the general nature of operating environments and in skilled labour requirements in each of the four sectors.
- This group of sectors has sufficient scope to ensure economies of scale.
- These sectors collectively draw upon a broad but related pool of trade-specific expertise (i.e. maintenance and operation of large commercial and industrial motor vehicles and equipment), and constitute one of the key employment sources for workers in the occupations.
- Associations and employers within each sector have expressed a desire and willingness to collectively address their training needs, and there is strong support for the Transportation ITO vision and framework.
- Opportunities exist to better coordinate and improve training planning and delivery, and to better align outcomes with the specific, evolving requirements of transportation sectors.

- The Transportation ITO encompasses a number of the most important sectors in the BC economy in terms of current levels of economic activity and employment generation – all of which have strong potential for future growth.
- The Associations, employers, employees and unions have a common goal of developing a safer working environment. In part, this can be achieved by including an emphasis on safety in the technical training content provided to apprentices and the instruction and supervision of apprentices on the job.
- Workers and their representatives, including trade unions, have a strong interest and level of participation in industry training in the transportation sectors. They support and will play an active role in the Transportation ITO.

4. DIVISION OF RESPONSIBILITIES

The Transportation ITO will be responsible for identifying industry human resource and training requirements, development of occupational and training program standards, program development, standards for and input on training delivery, and administration of training standards. The ITA is responsible for system-wide management and standards approval.

The Transportation ITO's main responsibilities and accountabilities will include:

- Industry needs assessment;
- Training delivery recommendations (type, location, timing), with reference to labour market information;
- Development and refinement of program standards and evaluation tools;
- Ensuring that, where possible, training meets national and/or Red Seal standards.
- Credentialing or upgrading training to allow tradespersons from other provinces or countries to be employed in BC.
- Training program assessment, relative to the needs of participants and employers;
- Engagement of the broader transportation industry and stakeholder communities;
- Communication initiatives including program-specific marketing, recruitment; and
- Provision of information to assist training participants and employers.

The ITA's main responsibilities and accountabilities will include:

- Funding of training delivery, based on ITO recommendations;
- Review and approval of program standards and evaluation tools;
- General promotion of trade careers; and
- Registration and system-wide tracking and certification.

Coordination between these respective roles will be ensured in part through ITA participation (ex-officio) on the Transportation ITO board. As indicated earlier, as the

ITO develops, some ITA responsibilities (e.g. registration of apprentices) may be delegated to it.

5. STRATEGIC DIRECTION

Transportation is a strategic part of the economy of the province and the Asia Pacific Gateway. Transportation is about moving people, moving freight and infrastructure, and building and maintaining infrastructure and equipment. These activities all depend on a skilled workforce; therefore, attracting more people into the industry through industry training and apprenticeship programs and positive career paths will be a critical component of the Transportation ITO's mandate.

The Transportation ITO's mandate is future-oriented, with goals and activities that both support existing programs and expand into new occupations, new training models and innovative methods of training delivery. Key to this is the partnerships among employers and workers, governments, educators and trainers, and other groups.

The Transportation ITO's mandate also includes reaching out to other transportation sectors that are not part of the initial ITO; and to all potential labour force supply pools to attract and train Aboriginal people, immigrants and visible minorities, persons with disabilities, women and other under-represented groups in transportation trades and industry training programs.

Vision

The Transportation ITO's vision is to support the growth and vitality of British Columbia's transportation industry through the development of a world-class workforce and the promotion of the industry training system and clear industry career paths.

Mission

The Transportation ITO's mission is to provide flexible and accessible training and skills needed by employers and workers in transportation sectors and key occupations.

Values

Initially, the Transportation ITO will adopt the ITA values, and will review and refine them after start-up:

- *Quality:* Our standards will be clear, measurable and outcomes-based. Training will be current and relevant. We will use competitive training sources, while maintaining the highest standards of training.

- *Skill Development Opportunity:* Training will be accessible to British Columbians and we will recognize skills obtained in other jurisdictions. British Columbia credentials will be portable throughout the province and other jurisdictions. The system will be flexible and offer multiple paths and timeframes. We recognize the training participant's obligation for personal development and life-long learning.
- *Accountability:* We will respond to customer needs and be considerate of other stakeholder inputs. We will answer to the shareholder and the public with integrity and openness. We will be performance based and meet our shareholder expectations, continuously assessing our training programs to ensure they meet the needs of our customers – employers and learners. We will also operate with fiscal responsibility, using criteria based decision making, and achieve positive outcomes from the training dollars invested.

Strategic Goals

The initial long-term goals of the Transportation ITO are to:

1. Create the on-going capacity to plan, identify and address transportation industry training needs in BC;
2. Increase transportation employer and worker participation in priority industry training programs and occupations;
3. Develop and implement strategies for attracting and retaining increased numbers of young people and other job-seekers into transportation careers and industry training programs; and,
4. Ensure existing and new transportation-related industry training programs are up-to-date and respond to transportation technological change and to employer and worker needs.

Outcomes

In carrying out its mandate and pursuing its vision, the Transportation ITO will achieve the following key strategic outcomes:

- Maintenance of and innovation in training program content, program standards, assessment methods and delivery;
- Using training models that will better align existing training programs with transportation industry needs;
- Executing a governance model that facilitates management of existing and new training models and flexible delivery and competency-based training;
- Implementing new programs, such as the Deckhand and the Professional (Truck) Driver programs currently under development;
- Increasing the understanding and awareness of industry training programs among employers and workers in transportation sectors and among other stakeholders;

- Enhancing the productivity, competitiveness and growth of BC's transportation sectors; and,
- Leading and facilitating strategic planning and training coordination.

The Transportation ITO will also develop quantitative outcome targets relating to registration, completion, certification, stakeholder support and customer service.

6. GOVERNANCE

6.1 Legal Status

An eleven-member board of directors of the Transportation ITO has been constituted, and it will shortly develop and adopt a constitution and bylaws and incorporate the entity under the *Society Act* of BC as an independent legal entity.

The Transportation ITO will enter into appropriate contractual and accountability-based relationships with the ITA, other funders, and other partners and suppliers as appropriate to advance its mandate.

6.2 Board Responsibilities and Accountabilities

The key responsibilities of the Transportation ITO board include:

- Developing and approving board policies, bylaws and procedures;
- Developing and monitoring service plans, budgets and key performance measures;
- Recruitment and oversight of a chief executive officer;
- Determining strategic direction;
- Monitoring and managing major risks;
- Receiving input from, communicating with and reporting to stakeholders;
- Ensuring compliance with legislation and regulations; and,
- Appointing committees, sub-committees and advisory groups as may be appropriate.

The Transportation ITO board is accountable to the following stakeholders: employers in the sectors it covers; other industries with occupations within the scope of the ITO's industry training programs; workers, including trainees and apprentices; and the ITA. An agreed-upon schedule and process will be developed for annually updating the ITO's training and service plans, and for reporting on its financial and training results.

6.3 Board Composition and Structure

The Transportation ITO directors are a volunteer, industry-led fiduciary board, with stakeholder advisory functions kept separate from governance functions. Each director will have a defined role such as chair, vice-chair, treasurer, secretary or committee or sub-committee chair.

The board will be composed of eight directors from employers and associations in the four proponent sectors, three directors from organized labour, and other directors as/if necessary. In addition to their sectoral and employer/industry/labour representation, directors may be appointed because of particular professional skill sets they possess that are needed on such a board (e.g. finance, marketing, etc.).

All board appointees will be from within the transportation sectors represented in the ITO, and reside in British Columbia. A key part of the board appointment process will be for the initial bylaws to include clear and appropriate criteria for board membership.

The Transportation ITO board will strive for consensus-based decision making whenever feasible. Alternatively, decisions will be made by a simple majority of board members, without veto power on the part of any members. The board will further delineate responsibilities among the board, its committees, and management once a CEO is in place. It is envisioned that the board will have policy committees such as Executive, Finance and Audit, Human Resources, etc.

Current Transportation ITO board members are:

- Jim Cochran, Vice-President, Technical Services, Coast Mountain Bus Company;
- Brian Cochrane, Assistant Business Manager, International Union of Operating Engineers (IUOE) Local 115;
- R. Allan Cullen (Chair), President, Cullen Diesel Power Ltd.;
- Jack Davidson, President, BC Road Builders & Heavy Construction Association;
- Joe Elworthy, President, Canadian Auto Workers (CAW) Local 2200;
- John Madden, Vice-President, Human Resources and Public Safety, TransLink;
- Brian Sims, Labour Relations Coordinator, Council of Marine Carriers;
- Geoff Stevens (ex-officio), Vice-President, Industry Relations, Industry Training Authority;
- Chuck Symons, Business Agent, Teamsters Canada Local 213;
- Joe Wrobel, President and General Manager, HMC Services Inc.; and,
- Louise Yako, Vice-President, BC Trucking Association.

Any future expansion and appointments to the board will be determined by a majority of the board. If additional transportation sectors join the Transportation ITO, the board may need to adjust numbers of directors and bylaws accordingly.

Technical input on specific industry training, standards and certification will be facilitated through technical/standards or sector committees which will be created for a cluster of related programs or sector and involve the participation of industry subject matter experts in various transportation sectors and other sectors with an interest in particular programs. These sub-committees will provide technical input on the program standards, program development, certification and workforce and training planning. These committees will be composed mainly of employers, managers/supervisors, employees, and trainers and educators.

7. STAKEHOLDER ENGAGEMENT

Effective engagement with stakeholders will be a key Transportation ITO function, particularly given overlapping interests in the occupations the sectors propose it assumes responsibility for.

The Transportation ITO will maintain ongoing communications with key stakeholder groups, including:

- Other sectors to which the Transportation ITO-managed programs are relevant (e.g. automotive, heavy industry and construction);
- Training institutions;
- The K-12 education system, particularly school districts and high schools in which opportunities exist to begin trades training (e.g. ACE-IT, Secondary School Apprenticeship, YES 2 IT);
- Employer and industry associations;
- Unions and labour organizations;
- Organizations representing labour force groups that are currently under-represented within the ITO's occupations (e.g. Aboriginal people, immigrants and visible minorities, persons with disabilities, women, etc.);
- Relevant government agencies (such as Ministry of Economic Development and Service Canada); and
- Transportation and training associations and authorities in other (i.e. national, provincial, international) jurisdictions.

An important part of stakeholder relations will be the ITO's communication and consultation with public and private post-secondary education institutions and K-12 schools. The Transportation ITO will use existing mechanisms such as the BC College Industry Training Consortium, Deans of Trades, Articulation Committees, Program Advisory Committees, Career Education (K-12) mechanisms, etc. to achieve this. Also, education stakeholders will be invited to participate in technical committees, ad hoc (issue-specific) task forces, etc.

8. OPERATIONS

8.1 Management

The Transportation ITO board has initiated the recruitment of a CEO with the assistance of an executive search company. The target date for having a CEO in place is October 2008.

8.2 Funding

As is the case with all ITOs, the initial operation of Transportation ITO will be funded through a contribution agreement with the ITA. This will support start-up, planning, and establishment of board, and ongoing managerial and administrative functions. The Transportation ITO will access additional ITA funding through separate project-based agreements, relating to occupational standards and program development for transportation-related industry training programs. A first priority project will be a review and updating of the Heavy Duty Equipment Technician and Truck Transport Mechanic programs. The ITO will also work with the ITA to identify other potential sources of funding.

Sometime after the Transportation ITO completes its first service plan, it will consider options for developing other revenue streams relating to various aspects of its service provision, potentially including accreditation, assessment, certification, licensing of materials, etc. Corporate and other stakeholder sponsorships may also be another possible revenue stream. These will be considered in the context of ITA guidelines regarding revenue options.

8.3 Key Operational Responsibilities

Responsibility for specific training programs, and potential new program development, will be transferred by the ITA to the Transportation ITO after its CEO is in place and its basic strategic, governance and financial policies and procedures are developed. Its key operational responsibilities will eventually include:

- Needs assessment, planning, training delivery coordination (i.e. labour market information, demand forecasting, three-year rolling training plans, training provider liaison, coordination);
- Programs and standards review and development (i.e. updates and refinements to existing programs, new program development and implementation, evaluation methodologies and tools, deactivation of unnecessary programs, Red Seal product development, etc.);

- Promotion and other services (i.e. program-specific trades and career promotion, program-specific information provision, customer inquiries, liaison, program-specific outcomes tracking and assessment, etc.);
- Accountability and outcomes (tracking, monitoring and reporting on ITO outputs and outcomes, etc.)
- Others (i.e. finance and administration, stakeholder liaison, etc.)

9. CRITICAL SUCCESS FACTORS

The following factors will be major determinants of the Transportation ITO's success in moving to full operation and executing its mandate:

- Effective leadership at the board and CEO levels to establish profile and credibility for a new entity mandated with cross-sector coordination;
- Strong, sustained industry leadership and support in terms of participation at the board level, financial commitments, and engagement in needs assessment;
- Timely establishment of a outcomes-based track record, through timely and tangible responses to prioritized industry needs;
- Inclusive and transparent decision-making and effective stakeholder relationships;
- A forward-looking approach to reviewing labour market needs specific to the transportation sectors, and of broader trends and developments likely to impact on supply and demand;
- Innovation in the ITO operations and in training delivery, partnerships, resource allocation, etc.

10. CONCLUSION

A skilled workforce is a critical success factor for the future viability and profitability of BC's transportation industry. In addition to the anticipated outcomes earlier identified, a Transportation ITO will ensure that the BC transportation industry will have the leadership and a vision and plan for industry training and attraction into the industry to ensure a skilled workforce in the long-term.

This leadership body will have responsibility for maintaining existing transportation-related occupations that are vital to many transportation and other sectors; as well as identifying and responding to the needs for new training programs, credentials and training models.

The Transportation ITO will support employers in both the industry as a whole and individual sectors served by it and make for a stronger transportation industry in BC. It will also lead to increased participation in industry training and apprenticeship by individual companies in coastal marine, road building and heavy construction, trucking and transit sectors.

The Transportation ITO directors expect to submit its first service plan later this fall. It will include financial requirements, key activity areas, and quantitative outcome targets relating to standards and program development, registration, completion, certification, stakeholder support and customer service.