

go2 – the resource for people in tourism

Industry Training Service Plan

2007/08 – 2009/10

June, 2007



The resource for people in **Tourism**

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Letter from the CEO

To: Mr. Geoff Stevens
Vice President, Industry Relations
Industry Training Authority

On behalf of the go2 Board of Directors, Training Committee, management and staff of go2, I am pleased to submit this industry Training Service Plan for fiscal years 2007/08 – 2009/10.

Since its inception in 2003, go2 has made significant progress in assisting tourism operators to recruit, retain, train and develop employees to support growth in BC's tourism industry. Our key accomplishments include:

- ◆ Ensuring tourism human resource issues are “on the industry agenda”;
- ◆ Recognizing employers for good human resource practices through the sponsorship of two human resource/leadership awards;
- ◆ Collecting valuable labour market data and information;
- ◆ Providing industry with tools and information about best practices in recruitment, retention and training;
- ◆ Establishment of a one-stop tourism HR portal website (www.go2hr.ca);
- ◆ Promoting tourism careers through a targeted **MOVE ON UP™** media and advertising campaign, Tourism Career Awareness presentations to high school students and other groups, and participation in career fairs and expos.

With the above accomplishments, and go2 serving as the BC tourism industry's key human resources organization, we were ideally positioned to establish an industry training strategy for BC's tourism industry. In 2006, the Industry Training Authority (the “ITA”) sanctioned go2 to establish BC's official tourism industry training organization which will operate within go2 as a new program area. This new role provides us with significant opportunities to address key strategic training challenges, and critical labour market issues currently facing our industry.

An estimated 84,000 new direct tourism jobs are expected to be created by 2015, specifically in the occupational categories of Food and Beverage, Accommodation, Adventure Tourism and Outdoor Recreation and Attractions. Most tourism occupations in these categories are projected to have a much higher than average annual growth rate of employment, with many ranging from 2% to 3% and well above the average for all occupations in BC.

Additional fundamental labour market and human resource issues impacting BC's tourism industry that are verified by extensive industry research and consultation include:

- ◆ Recruiting Workers – Stiff competition for qualified workers; changing demographics in the labour pool; labour and skills shortages and perception of all tourism jobs as entry-level and low paying;
 - ◆ Retaining Workers – Unacceptably high turnover; more investment for employee development; and the lure of other
-

industries' good human resource ("HR") practices; and,

- ◆ Training and Development – Accessibility / delivery alternatives; more industry investment in and commitment to training; alignment with high schools (with industry AND with postsecondary system); culinary / cooking demand; entrepreneurs; basic employability skills; strengthening the HR skills of supervisors.

Training and occupational certification based on strong tourism employability skills, combined with appropriate recruitment and retention strategies, will be a key tool for addressing these tourism labour market issues, particularly leading up to, during and following the 2010 Winter Olympic and Paralympic Games. Part of the BC tourism industry's growth and prosperity will be based on clear, integrated career pathways with accessible training and certification opportunities for students, workers and unemployed people.

This Service Plan defines the strategic priorities and success measures that will guide go2 in addressing the above issues and opportunities, as well as our growth in status from a "developing" Industry Training Organization ("ITO") into a "full service" ITO. Seven key goals have been developed to direct go2's training activities over the next three years.

1. Establishing an industry training department within go2 that meets the training needs of the BC tourism industry and meets the standards of the ITA, resulting in the attainment of a full service ITO by March 31, 2008;
2. Establishing appropriate training and certification programs for key professions

in the tourism industry, through the development and implementation of a training needs assessment and strategy;

3. Enhancing existing training and certification programs for the tourism industry based on industry needs;
4. Ensuring that high-quality standards, as well as an effective structure and delivery model, exist and are maintained for the BC ITA-accredited cook training program;
5. Increasing participation in the cook training program and other tourism training programs identified by the needs assessment; and,
6. Ensuring that high-quality standards, as well as an effective structure, exist and are maintained for the BC ITA-accredited bakers' training program;
7. Reviewing and assessing the training and certification needs related to BC's meat cutting profession.

go2 will continue, through the period of this Service Plan, to dedicate significant efforts to develop innovative strategic solutions that address key tourism human resource and training needs.

This Service Plan was prepared in accordance with the *Industry Training Association Act*, the *Budget Transparency and Accountability Act*, and the *ITA Industry Training Organizations Operating Policy – ITA 6001*. I am accountable for the contents of the plan, including the selection of performance measures and targets. The plan is consistent with the ITA's strategic priorities and overall Service Plan. All significant assumptions, policy decisions, and identified risks, as of January 2007, have been

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considered in preparing the plan. I am
accountable for ensuring go2 achieves its
specific objectives identified in the plan and
for measuring and reporting on actual
performance.

Sincerely,

Arlene Keis
Chief Executive Officer, go2
February 28, 2007

Overview of go2

Overview of go2

The go2 industry training division is an integral department of the go2 Tourism Human Resources Society – the resource for people in tourism (“go2”). go2 is an independent, non-profit industry association registered under the Society’s Act of British Columbia. go2 works with tourism employers, employees, career seekers, educators and government on human resource issues impacting the tourism industry in British Columbia (“BC”).

go2 was created in 2003 on the recommendation of a task force comprised of more than 100 tourism industry representatives and stakeholders around the province. The task force undertook significant research into the human resource challenges facing BC’s tourism industry and developed a five-year development strategy that focused on the areas of recruitment, retention and training. The strategy recommended the establishment of an industry-led and demand-driven human resources coordinating organization, and thus, go2¹ was created to spearhead and coordinate the implementation of recruitment, retention and training initiatives on behalf of BC’s tourism industry.

go2’s **vision** is to link people management to the success of the BC tourism industry.

go2’s **mission** is to be the essential resource to BC’s tourism industry for advancing strategic solutions to its human resource challenges.

go2’s **goals** are to:

- ◆ Support tourism employers, managers and entrepreneurs in attracting and retaining a sufficient number of skilled individuals into the tourism workforce in order to meet their business needs;
- ◆ Provide resources to existing employees that will help them make choices in order to maintain their employment and/or advancement in the tourism industry;
- ◆ Equip prospective employees with resources that will attract them to jobs and careers in the tourism industry;
- ◆ Support the education community in developing training resources and strategies that are aligned with the tourism industry’s business needs; and,
- ◆ Advocate the BC tourism industry’s people management needs to all levels of government to influence appropriate policy-making.

In keeping with its industry-led mandate, go2’s members are composed of a broad array of key tourism industry groups, including: Tourism BC, BC and Yukon Hotels’ Association, Alliance of Beverage Licensees, Canada West Ski Areas’ Association, Canadian Restaurant and Foodservices’ Association, Council of Tourism Associations, Tourism Vancouver, Tourism Whistler, Tourism Kootenay Rockies, Vancouver Coast and Mountains Tourism Association,

¹The name go2 was chosen to promote the organization’s vision as being THE resource for any human resource issues in tourism, and to reflect that the organization is the first point of contact or the “go to” place for any tourism industry recruitment, retention and training issues in BC.

Tourism Richmond, Tourism Victoria, Tourism Kelowna, BC Restaurant and Foodservices' Association, BC Human Resource Management Association, Tourism Educators' Consortium and the BC Career Colleges' Association.

Development of the go2 Training Department

In November 2005, the ITA issued a policy framework indicating that it would support the establishment of 10-15 Industry Training Organizations (“TTOs”) with major sectoral stakeholders in order to assure active and effective leadership of industry training by industry itself.

Early in 2006, go2 submitted a formal Expression of Interest to the ITA to create a tourism ITO. This submission proposed that go2 create a new training department that would operate within go2. The ITA approved go2's Expression of Interest in May 2006. In December 2006, go2 signed a Contribution Agreement with the ITA to officially establish, under a new Board Committee and training department of go2, a mandate to provide effective tourism industry-driven training coordination by defining industry training needs, establishing industry training and occupational standards, measuring industry training results, and directly interfacing with public, private and K-12 training providers.

Key Roles

The new training unit's *key roles* as an Industry Training Organization, as they relate to the ITA mandate, are as follows:

- ◆ Identify current and future skills and training needs;
- ◆ Develop an industry training strategy;
- ◆ Design and develop training programs;
- ◆ Establish occupational and program standards;

- ◆ Promote industry training and recruit trainees;
- ◆ Promote careers in tourism;
- ◆ Market/promote programs to employers; and,
- ◆ Promote industry participation/engagement in training opportunities.

Other roles, such as designing and overseeing challenge exams; accrediting training providers; coordinating and facilitating program delivery, training trainers, mentors and workplace assessors; and, facilitating the assessment of trainee competency, will evolve and be refined as the training unit matures as a department within go2.

The training unit will perform the above key roles by taking on both direct Industry Training Organization responsibilities as well as aligning and integrating with the other divisions in go2. This will simultaneously address other areas critical to the training mandate, including labour market research, career awareness, and marketing.

Key Responsibilities

go2's training department *specific responsibilities* relate to:

- ◆ *Information and advice* – providing information and advice on industry training programs and services to the ITA, trainees and employers;
- ◆ *Standards* – identifying and defining industry competencies in consultation with the BC tourism industry; providing advice to the ITA on provincial occupational standards;
- ◆ *Industry tracking and monitoring* – tracking the supply of industry training programs and identifying gaps in programming; monitoring and forecasting industry training needs and skill shortages and other gaps;

- ◆ **Planning** – developing an industry training plan; providing advice to the ITA on training providers; developing and implementing annual business / operational plans;
- ◆ **Program development** – ensuring the development and coordination of new training programs and learning resource materials; ensuring the delivery of on and off the job training; defining the selection and entry requirements for trainees;
- ◆ **Promotion and marketing** – building the profile of go2 and BC’s tourism industry; promoting within the tourism industry to maximize uptake among employers; promoting and marketing industry training to employers, trainees and others; promoting careers in the industry;
- ◆ **Program monitoring** – ensuring that program content, quality, delivery and outcomes of industry training programs meet industry needs; assessing progress of trainees; providing information tools and support to trainees and employers; and,
- ◆ **Performance measurement** – developing performance indicators and measurements for industry training programs and services; measuring results; reporting results to the ITA.

Governance

go2 is governed by a thirteen member board of directors (the “Board”) which represents a cross-section of BC’s tourism industry including tourism operators, industry associations, and educational institutions from a variety of regional areas around the province.

By design, the Board is a Policy Board, which is a model of governance that distinguishes between overall leadership and strategic direction for go2 and delegates authority and responsibility to go2’s Chief Executive Officer (“CEO”) in a manner that provides a broad degree of freedom to

exercise creativity and judgment to achieve the organization’s goals.

To aid in achieving go2’s goals, the Board has the authority to create statutory and working committees. To date, three statutory committees have been developed including the Governance Committee, Finance Committee and Training Committee.

The Training Committee was recently developed to oversee the structure, duties and responsibilities of the training unit. The Training Committee is chaired by an industry member of the go2 Board and is initially composed of 13-15 seats allocated, in general, to the following tourism training stakeholder groups:

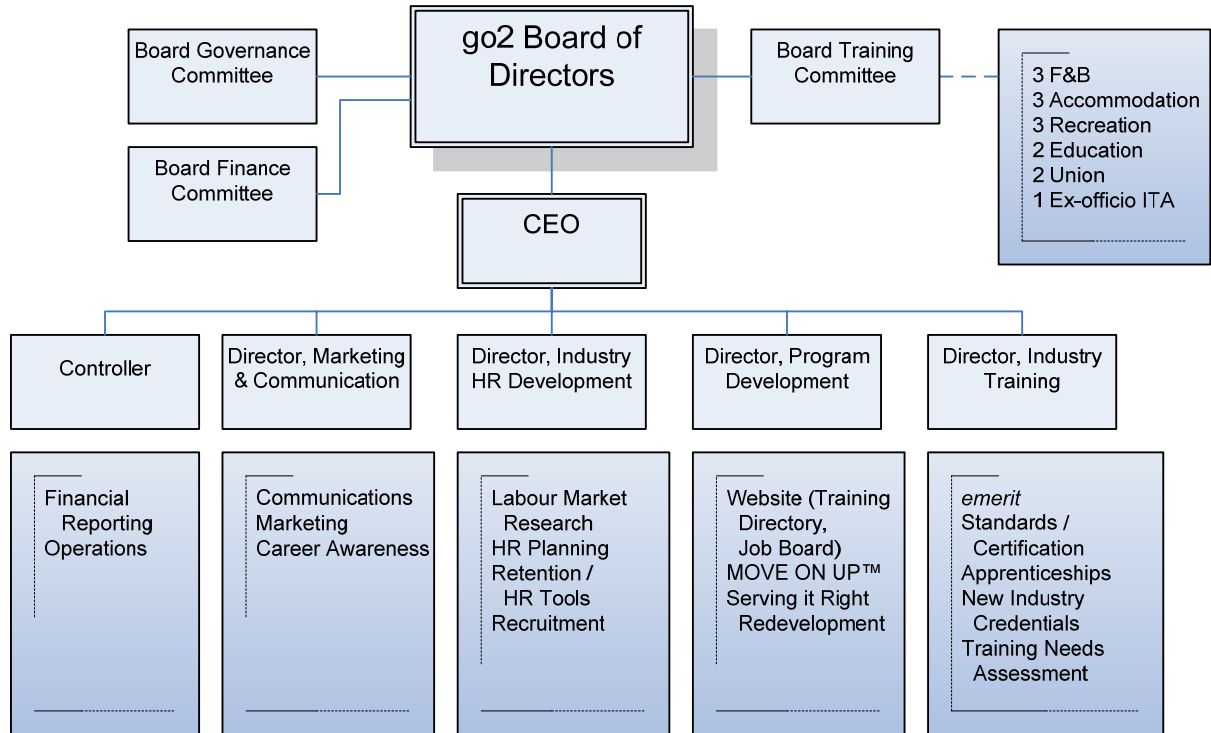
- ◆ 3 Food and Beverage;
- ◆ 3 Accommodation;
- ◆ 3 Recreation;
- ◆ 2 Education;
- ◆ 2 Union; and,
- ◆ 1 Ex-officio ITA.

This committee and its structure will grow/change as industry interests and specialized needs emerge and evolve.

Organization and Management

go2’s training department is managed by a Director who works closely with the Training Committee and reports directly to go2’s CEO. The training unit is housed at go2’s office, and contributes to overhead and administrative/governance expenses. The training department is supported by and works cooperatively with go2’s existing staff, in particular: support staff, Controller, Director of Marketing and Communications and Director of Industry HR Development.

An organizational chart that illustrates the Training Committee’s and the training department’s reporting relationship is presented below.



Planning Context and Strategic Issues

Planning Context for the go2 Training Division

The following vision, values, principles and strategic outcomes will guide go2 in its mandate to carry out an effective industry-driven training coordination function.

go2's training *vision* is to provide a tourism industry training service that advances an integrated, growing and sustainable BC tourism industry where training systems and outcomes effectively match the supply of skilled workers with industry demand.

go2's *fundamental values* related to industry training consist of:

- ◆ Industry leadership and coordination;
- ◆ Shared funding among those who benefit;
- ◆ Customer-focused on trainees, workers and employers;
- ◆ Accessible programs and services;
- ◆ Industry relevance and responsiveness;
- ◆ Industry capacity and sustainability of service;
- ◆ Stakeholder inclusiveness and partnership;
- ◆ Operational efficiency, flexibility and streamlined administration;
- ◆ Quality training that includes provincial and national skill standards and qualifications;
- ◆ Cost-effective programs and services for industry, workers and the taxpayer; and,
- ◆ Adaptable strategic and business planning.

go2 is further guided by the following four key *principles* which are outlined in the *ITO Service Plan Guidelines* provided by the ITA:

- ◆ **Accountability** – The development and approval of the Service Plan are key responsibilities of the Training Committee and the go2 Board of Directors. All plans submitted to the ITA must be reviewed and formally approved by the full Training Committee and the go2 Board.
 - ◆ **Alignment** – The ITA and go2 are collectively responsible to government for the attainment of targets that are established through the Service Plan process. Consequently, there is a requirement for a high degree of alignment between mandates and strategic directions of both the ITA and go2. This will require processes and mechanisms to enable the participation of go2 in the ITA's annual planning process.
 - ◆ **Autonomy** – A reasonable degree of operational autonomy for the ITOs is required to produce results which 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 go2 to achieve its objectives. This approach is consistent with the nature of the relationship between the government of BC and the ITA.
 - ◆ **Transparency** – go2 is expected to have the support and fully represent the interests of employers, apprentices, and other key stakeholders within the tourism industry.
-

Efforts should be made, where feasible, to engage industry stakeholders in the development of strategic and service plans and in communicating progress.

go2's *strategic outcomes* include:

- ◆ Contribution to the growth and economic success of the BC tourism industry;
 - ◆ Increase in the tourism industry's contribution to the provincial revenues;
 - ◆ Increase in the industry's ability to attract and retain qualified workers;
 - ◆ Increased awareness of tourism careers as a career of choice in the minds of young people, parents, educators, employers and the general public;
 - ◆ Partnerships to promote tourism industry training programs and career paths;
 - ◆ Increased number of individuals entering and completing tourism education, training and industry certification programs;
 - ◆ New tourism industry training programs which meet the needs of industry in growth areas of the economy;
 - ◆ Improved bridging and laddering among tourism occupations and industry training programs; and,
- ◆ Increased employer engagement in tourism education, training, career development and recruitment.

Key Strategic Issues

The operating environment for go2 and its training unit is partially defined by the following key strategic issues. These strategic issues – several of which are supported by extensive industry research and consultation – include:

- ◆ Tourism Labour Market Demand
- ◆ Tourism Labour Market Supply
- ◆ Tourism Training Needs Related to the 2010 Winter Olympic and Paralympic Games
- ◆ Training Needs Related to the Tourism Industry
- ◆ Training Needs Related to the Baking and Meat Cutting Professions
- ◆ Industry Consultation and Support

Each of these strategic issues is profiled on the following pages.

Status and Implications	Linkage to Goals and Targets
STRATEGIC ISSUE: Tourism Labour Market Demand	
<p>By 2015, BC’s tourism industry is expected to create an estimated 84,000 new direct tourism jobs. The largest areas where demand will occur include:</p> <ul style="list-style-type: none"> • Food and Beverage Services (44,300 new workers); • Accommodation Services (19,150 new workers); • Adventure tourism and outdoor recreation (13,100 new workers); and • Attractions (8,000 new workers). <p>Part of the BC tourism industry’s ability to meet the labour market demand will be based on clear, integrated career pathways with accessible training and certification opportunities that meet the needs of employers, students, workers and unemployed people.</p>	<ul style="list-style-type: none"> • Goal 2 focuses on assessing the tourism industry’s training needs and priorities and developing appropriate training and certification programs to address these needs. Goal 3 includes enhancing existing training and certification programs. • Goal 5 addresses growth in cook training and other tourism training participation measured by both apprentices and employers.
STRATEGIC ISSUE: Tourism Labour Market Supply	
<p>BC is projected to experience a decline in its labour force participation rate, from 65% in 2002 to 62% in 2010, to less than 60% in 2025². A key contributing factor to the labour market shortage is the province’s growing proportion of people of retirement age. This labour shortage will impact selected occupations, including those within the tourism industry, such as the food service and accommodation professions. In addition, further industry and human resource related challenges continue to impact the tourism industry’s labour supply, including:</p> <p>Recruiting Workers</p> <ul style="list-style-type: none"> • Stiff competition for qualified workers with strong customer service skills; • Changing demographics in the labour pool – while tourism has relied on young people to fill positions in the industry, the size of this demographic group is declining; and, • Perception of tourism jobs as entry-level and low-paying. <p>Retaining Workers</p> <ul style="list-style-type: none"> • Unacceptably high turnover of employees as more than half of new workers leave their jobs within one year; • Need for more investment for employee development; and • The lure of other industries’ good human resource practices. <p>Training and Development</p> <ul style="list-style-type: none"> • More job-readiness support required; • More part time training options for upgrading or retraining; • Strengthening the human resource skills of supervisors; and • More credit transfers between training programs. 	<ul style="list-style-type: none"> • Goal 3 focuses on enhancing existing training and certification programs for the tourism industry, based on industry needs. • Goal 5 focuses on increasing awareness in BC about the cook training program and other tourism training programs identified by the industry needs assessment, including focusing on targeting alternative labour groups.

² Finlayson, J. 2002. *BC can expect labour scarcity in coming years*. Vancouver Sun, Oct. 7.

Status and Implications	Linkage to Goals and Targets
STRATEGIC ISSUE: Tourism Training Needs Related to the 2010 Winter Olympic and Paralympic Games	
<p>As announced on July 2, 2003, BC has been selected to host the 2010 Winter Olympic and Paralympic Games (the “Games”). The Games are expected to have a significant effect on driving new business opportunities for BC’s tourism industry. At the same time, however, BC’s existing tourism labour supply will be drawn upon to fill employment and volunteer positions created for the Games. This is expected to exacerbate labour shortage issues currently faced by the industry. This in turn, will significantly increase the challenge of meeting demand for ongoing growth in tourism training participation.</p>	<ul style="list-style-type: none"> • Goal 2 focuses on identifying key industry training needs and ensuring that specific needs related to the 2010 Games are researched and assessed.
STRATEGIC ISSUE: Tourism Training Needs Related to the BC Tourism Industry	
<p>Two key challenges that exist with regard to tourism training needs related to BC’s tourism industry include:</p> <p>Need for Additional Accredited Tourism Training Programs</p> <p>At present, the cooking profession is the only profession with an ITA accredited training program that officially falls within the scope of BC’s tourism industry. However, BC’s tourism industry is comprised of five industry groups³, each consisting of various professions that are faced with specific critical training needs, opportunities and issues. As such, there are significant opportunities for go2 to work with industry stakeholders to identify, assess and address the training needs of BC’s other tourism professions, potentially through the development of new accredited training programs.</p> <p>Participation in Tourism Training Programs</p> <p>Another key factor related to tourism training within the BC tourism industry is that participation in existing training programs is highly dependent on the strength of the economy and opportunities for employment. For example, when the economy is strong and the demand for employees from the tourism industry is high, participation rates in tourism training programs tends to decrease. As such, there are external factors outside the control of go2 that will influence participation in tourism training programs.</p>	<ul style="list-style-type: none"> • Goal 2 focuses on assessing the tourism industry’s training needs and priorities and developing appropriate training and certification programs to address these needs. • Goal 5 addresses growth in cook training and other tourism training participation measured by both apprentices and employers.
STRATEGIC ISSUE: Training Needs Related to the Baking and Meat Cutting Professions	
<p>The baking and meat cutting professions are not officially industry groups within BC’s tourism industry, however, these professions have been allocated to go2 as sectors that fall under its training coordination mandate. In order for the go2 Training Division to effectively understand the training needs of these professions and to assist and enable them to enhance and maintain high-quality training program standards, support from baking and meat cutting stakeholders and the ITA will be critical.</p>	<ul style="list-style-type: none"> • Goal 6 includes conducting an industry review of needs related to the bakers profession to ensure that that high-quality standards, as well as an effective structure, exist and are maintained for the bakers training program.

³ The tourism industry in Canada has historically been categorized with eight tourism sectors. Recently, however, categorization of Canada’s tourism industry has been changed to include five industry groups, consisting of: Accommodation; Food and Beverage Services; Recreation and Entertainment; Transportation and Travel Services.

Status and Implications	Linkage to Goals and Targets
	<ul style="list-style-type: none"> • Goal 7 includes conducting industry consultations to determine and assess training and certification needs related to the meat cutters' profession.
<p>STRATEGIC ISSUE: Industry Consultation and Support</p>	
<p>go2 has built and is maintaining strong relationships with key stakeholder groups identified as being critical to long-term success. In carrying out its training coordination mandate, go2 will continue its consultation with key stakeholder training groups, including, but not limited to:</p> <ul style="list-style-type: none"> • Tourism employers, managers and entrepreneurs in all tourism sectors; • Tourism employees; • Prospective tourism employees; • Secondary and post-secondary public and private institutions and trainers that deliver or wish to deliver tourism training; and, • Government agencies and Crown corporations that work closely with the tourism industry (e.g. Ministry of Tourism, Sport and the Arts, Ministry of Economic Development, Service Canada, Tourism BC, etc.). <p>These groups will be engaged in go2 activities and provide input through a process of two-way communication (e.g. advisory councils, research, forums and issue specific consultation).</p>	<ul style="list-style-type: none"> • Goal 1 includes establishing a communications strategy to ensure industry stakeholders are regularly updated on priorities, activities and results of go2's Training Division. • Goal 2 includes consulting with industry stakeholders to identify needs and priorities related to the 2010 Games and overall industry training programs, and to work closely with industry stakeholders to develop new industry training programs. • Goal 4 entails conducting an industry wide review of the cook training program standards, structure and delivery model, and measuring stakeholder satisfaction with the program.

Performance Measurement System

Introduction

go2 has established seven goals, and associated strategies and performance measures for its industry training department. These goals and strategies will guide its activities over the next three years. This performance measurement system is based upon go2's vision and mandate, and is informed by the organization's training values and assessment of key strategic issues.

Collectively, these goals, strategies and performance measures comprise the overall intended results of this Service Plan. Progress will be reported in subsequent quarterly and annual reports submitted to the ITA; these reports will be accessible to stakeholders.

Performance Management Systems

The reporting and tracking necessary to assess progress against various performance measures will be done in collaboration the ITA, via the ITA's Apprentice Information Management System (AIMS), as well as by go2.

As stated in the ITA 2007/08 – 2009/10 Service Plan, "AIMS is the data source currently relied on in connection with various performance measures relating to participation and service-level standards... AIMS is a real-time or live system that relies on manual data entry carried out by ITA Customer Service staff and by training institutes".

However, the AIMS utility for statistical tracking is currently limited, and although system and procedural upgrades have allowed for stable

monthly measurement and reporting, the ITA is currently designing and planning for a new information technology system. To ensure that the most relevant and valuable data is collected, in order for go2 to make sound decisions, to improve performance and to report to stakeholders, go2 will provide input into the design and implementation of the ITA's new information technology system.

By utilizing the performance management systems of the ITA, go2 is implementing a cost-effective approach that enables go2 to integrate existing performance information and data into its various programs versus adopting a separate, stand-alone system.

In addition to utilizing the ITA's performance management system, go2 manually tracks key performance data related to the organization's core marketing initiatives that build awareness about tourism career opportunities, tourism training programs, and the overall tourism industry to stakeholders and the public. In carrying out its mandate to provide an industry-driven training coordinating function, go2 will continue to collect and measure this information in order to improve performance and report to stakeholders on the relevance and success of its programs and activities.

Goals, Strategies and Targets

Goal 1:

Establish a new training department to drive strategies that meet the training needs of the BC tourism industry and meets the standards of the ITA, resulting in the attainment of a full service Industry Training Organization by March 31, 2008.

Strategies

- a) Establish the human resource and organizational capacity to implement an effective industry-driven training coordination mandate.
- b) Enhance internal financial processes to ensure that effective financial management and controls are in place that meet the requirements of the ITA operational audit⁴.
- c) Establish and implement a performance measurement system that includes the collection, analysis and application of performance data to measure progress against the goals and strategies of go2's training Service Plan. This will include providing input into the ITA's information management system, to ensure that go2 can adequately monitor and evaluate program performance.
- d) Establish and implement a communications strategy to ensure industry stakeholders and the ITA are regularly updated on the priorities, activities and results (this would include a process for preparing quarterly and annual reporting documents).
- e) Research best practices related to the operation and management of tourism-related Industry Training Organizations (e.g., New Zealand example) and apply best practices to go2, as appropriate.

⁴ The new ITA policy framework for Industry Training Organizations provides a three-step progression from start-up through developmental to full service which includes a formal, independent operational audit at the end of the developmental stage that will serve as the sole basis for progression to the final stage.

Measure	2006/07 Baseline ⁵	2007/08 Forecast ⁶	2007/08 Target ⁷	2008/09 Target	2009/10 Target
Human resource and organizational capacity	Training Division formed Director hired Service Plan completed and approved	Training Committee formed and operating go2 staff roles defined Annual operational plan completed and additional staff requirements identified Annual operational plan implemented	Training Committee formed and operating go2 staff roles defined Annual operational plan completed and additional staff requirements identified Annual operational plan implemented	Sufficient capacity to effectively operate at the full service stage (# of staff, skill types, and organizational capacity required TBD) Annual operational plan completed Annual operational plan implemented	Sufficient capacity to effectively operate at the full service stage (# of staff, skill types, and organizational capacity required TBD) Annual operational plan completed Annual operational plan implemented
Organizational maturity	Progression from start-up stage to development stage	Progression from development stage to full service stage by meeting the requirements of the operational audit	Progression from development stage to full service stage by meeting the requirements of the operational audit	Effectively operate at full service stage as demonstrated by meeting performance targets identified in Goals 2 to 7	Effectively operate at full service stage as demonstrated by meeting performance targets identified in Goals 2 to 7
Performance measurement system	Selected data available from the ITA AIMS ⁸ system (e.g. # of apprentices, completion rates, etc.) go2 performance metrics ⁹	Adequate data to measure performance of Training Division (full scope of data required TBD)	Adequate data to measure performance of Training Division (full scope of data required TBD)	Adequate data to measure performance of Training Division (full scope of data required TBD)	Adequate data to measure performance of Training Division (full scope of data required TBD)
Communications strategy	Service Plan completed and approved	Reporting documents (quarterly and annual) prepared and submitted to ITA as required Reporting documents accessible to industry stakeholders	Reporting documents (quarterly and annual) prepared and submitted to ITA as required Reporting documents accessible to industry stakeholders	Reporting documents (quarterly and annual) prepared and submitted to ITA as required Reporting documents accessible to industry stakeholders	Reporting documents (quarterly and annual) prepared and submitted to ITA as required Reporting documents accessible to industry stakeholders
Best practices applied	Relevant existing studies (e.g. <i>ITA Alternative Trades Best Practices: Across Canada Study</i>)	Research and document best practices	Research and document best practices	Apply best practices as appropriate (specific best practices TBD)	Apply best practices as appropriate (specific best practices TBD)

⁵ The “baseline” refers to existing performance information / data that serve as the starting point against which results will be measured.

⁶ The “forecast” refers to the level of performance that is estimated to occur by the end of 2007/2008. Forecasts have not been provided for subsequent years as these will be dependent on and established based on results from 2007/2008.

⁷ The “target” typically refers to a “stretch” goal that exceeds the “forecast”.

⁸ Apprenticeship Information Management System (“AIMS”)

⁹ As noted previously, go2 manually tracks key performance data related to the organization’s key marketing initiatives that build awareness about tourism career opportunities, tourism training programs, and the overall tourism industry to stakeholders and the public.

Goal 2:

Establish appropriate training and certification programs for key professions in the tourism industry, through the development and implementation of a training needs assessment and strategy.

Strategies

- a) Assess training and certification needs (needs assessment) for the primary industry groups that fall within BC’s tourism industry (Accommodation, Food and Beverage Services, and Recreation and Entertainment). Within this broader industry assessment, ensure that specific needs related to the 2010 Winter Olympic and Paralympic Games (the “Games”) are researched and assessed.
- b) Based on the needs assessment, develop an industry training strategy that provides recommendations for improving existing industry training and certification programs and developing new tourism training credentials. Where beneficial, apply any tourism training strategies specifically related to the Games as a catalyst to develop and implement creative tourism training legacies and programs that endure beyond the Games.
- c) Implement the industry training strategy through a phased approach based on industry priorities identified by the needs assessment.

Measure	2006/07 Baseline	2007/08 Forecast	2007/08 Target	2008/09 Target	2009/10 Target
Needs assessments	Information contained in previous studies ¹⁰	Needs assessment completed	Needs assessment completed	TBD	TBD
Industry training strategy	n/a	Industry training strategy completed	Industry training strategy completed	TBD	TBD
Implementation of the training strategy	n/a	Implementation plan completed	Implementation plan completed	Implementation ongoing	Implementation ongoing
Number of new tourism training programs	n/a	Establish baseline based on needs assessments	Establish baseline based on needs assessments	TBD	TBD

¹⁰ Previous studies include “Planning for Gold. Maximizing 2010 Related Employment & Skills Opportunities in British Columbia. Final Report of the 2010 Human Resources Planning Committee (2003)”; “The Tourism Sector in British Columbia: Literature Review, Labour Market Projections and Training Gap Analysis. Presented by CS/RESORS Consulting. Ltd. and Geoffrey Bird, M.Sc. with Ruth Emery, Consulting Economist”, “2010 Winter Games, Labour Supply and Gap Analysis. Roslyn Kunin & Associates. (2003)”, and “Recruit, Retain & Train: Developing a Super, Natural Tourism Workforce in British Columbia. British Columbia Human Resources Development Task Force Action Plan 2003”

Goal 3:

Enhance existing training and certification programs for the tourism industry based on industry needs.

Strategies

- a) Establish and oversee the implementation of the new Tourism Essentials Program that is to be introduced into BC secondary schools in September 2007 as an Accelerated Credit Enrolment in Industry Training (“ACE-IT”) program.
- b) Collaborate with industry and the Workers Compensation Board (“WCB”) to assess, develop and implement the Certification of Recognition program (“COR”) ¹¹.
- c) Collaborate with industry and government to assess interest in and need for a voluntary “Serving It Right Plus” program that exceeds the minimum requirements for responsible beverage service.

Measure	2006/07 Baseline	2007/08 Forecast	2007/08 Target	2008/09 Target	2009/10 Target
Tourism Essentials Program	Program integrated into grades 11 and 12 curriculum	Review of whether program should possess a stand alone certificate or ladder into an existing or new program completed	Review of whether program should possess a stand alone certificate or ladder into an existing or new program completed	TBD	TBD
Certification of Recognition (“COR”)	WCB currently developing program	Recommendations on program revisions to WCB Marketing and delivery of the program commenced	Recommendations on program revisions to WCB Marketing and delivery of the program commenced	TBD	TBD
“Serving It Right Plus” program	Program concept delivered	Establish baseline	Establish baseline	TBD	TBD

Goal 4:

Ensure that high-quality standards, as well as an effective structure and delivery model, exist and are maintained for the BC ITA accredited cook training program.

Strategies

- a) Review the current standards, structure, and delivery model for the cook training program and provide recommendations to the ITA on delivery of the program.
- b) Document, measure and assess satisfaction levels of employers and apprentices with regard to the cook training program standards, structure and delivery model.
- c) Communicate changes and updates to the cook training program to relevant educators and industry stakeholders.

¹¹ COR focuses on health and safety training for the BC tourism industry

Measure	2006/07 Baseline	2007/08 Forecast	2007/08 Target	2008/09 Target	2009/10 Target
Cook training program updated to established standards	Standards reviewed and recommendations for improvement submitted to the ITA by VCC ¹²	Progress achieved to date with regard to the standards review documented and assessed Industry wide review completed to address specific issues, such as technical training duration; introduction of a distinct BC CofQ; ELTT ¹³ ; and credentialing Recommendations developed and approved by ITA Implementation of recommendations commenced	Progress achieved to date with regard to the standards review documented and assessed Industry wide review completed to address specific issues, such as technical training duration; introduction of a distinct BC CofQ; ELTT; and credentialing Recommendations developed and approved by ITA Implementation of recommendations commenced	Implementation of recommendations continued, if necessary Implementation of recommendations continued, if necessary	Implementation of recommendations continued, if necessary Implementation of recommendations continued, if necessary
Cook training program structure and delivery model enhanced	n/a	Review of structure and delivery model completed Recommendations for improvement developed and approved by the ITA Pilot changes / recommendations for improvement	Review of structure and delivery model completed Recommendations for improvement developed and approved by the ITA Pilot changes / recommendations for improvement	Implementation of recommendations	Implementation of recommendations
Stakeholder satisfaction based on ITA Customer Stakeholder Satisfaction/Awareness Survey ¹⁴ - Apprentice - Employer	89 (+/- margin of error) 80 (+/- margin of error)	Maintain or improve Maintain or improve	Maintain or improve Maintain or improve	Maintain or improve Maintain or improve	Maintain or improve Maintain or improve
Stakeholder satisfaction based on go2's Branding Awareness Survey	n/a	Establish baseline	Establish baseline	TBD	TBD

¹² Vancouver Community College

¹³ Entry Level Trades Training

¹⁴ The ITA measures stakeholder satisfaction and awareness via its annual Customer Satisfaction/Stakeholder Awareness Survey. The above index scores were calculated based on responses to a series of survey questions. The responses were averaged to create a score for each stakeholder group, and were then weighted, based on an assigned weighting. The resulting scores are based on a range from 0 to 100 points, where 0 represents the lowest possible score and 100 the highest. The margin of error for apprentices and employers are 5.6% and 6.9% respectively. Please see Appendix A for further details on the survey results.

Goal 5:

Increase participation in the cook training program and other tourism training programs identified by the industry needs assessment (see Goal 2).

Strategies

- a) Increase awareness in BC about the cook training program and other tourism training programs identified by the industry needs assessment (see Goal 2).
 - Develop and manage a Speaker’s Bureau of industry speakers with relevant experience that can provide presentations to various target groups throughout BC.
 - Participate in and conduct presentations at career fairs and other career development initiatives.
 - Increase awareness of tourism careers through the “Move-On-Up” campaign.
 - Increase awareness about the Tourism Career Awareness Program (“TCAP”).
 - Increase awareness by participating in tourism industry events.
 - Increase awareness of tourism career opportunities via media coverage related to career fairs and other career development initiatives.
 - Promote awareness of the cook training program and other tourism training programs to alternative labour groups, including immigrant groups, First Nation groups, persons with disabilities, and active retirees.
- b) Increase participation of potential trainees and employers in the cook training program and other tourism training programs identified by the industry needs assessment (see Goal 2) through specific programs such as:
 - Develop and implement a bursary program that provides financial support to existing and potential trainees.
 - Enhance and distribute to potential trainees, employers and industry stakeholders a training directory that profiles existing tourism training programs.
 - Target alternative labour groups, such as First Nations, active retirees, persons with disabilities, and immigrant groups to participate in tourism training programs.

Measure	2006/07 Baseline (Est.)	2007/08 Forecast	2007/08 Target	2008/09 Target	2009/10 Target
TCAP					
- Number of industry speakers	65	65	80	100	TBD
- Number of high school presentations	80	80	100	120	TBD
- Number of other presentations	10	15	20	20	TBD
Career fairs					
- Number fairs attended	6	6	6	8	TBD
- Number of attendees engaged at fair ¹⁵	1,800	1,800	1,800	2,400	TBD

¹⁵ Refers to the number of people go2 has engaged in detailed discussions at the go2 booth during the career fairs, rather than the total number of fair attendees. The total number of attendees is a much larger number.

Measure	2006/07 Baseline (Est.)	2007/08 Forecast	2007/08 Target	2008/09 Target	2009/10 Target
MOVE ON UP - Number of visits to MOU.ca	48,000	50,000	55,000	60,000	TBD
- Number of new subscribers to MOU newsletter	1,300	1,300	1,500	2,000	TBD
Industry events - Number of attendees	1,800	1,800	2,000	2,500	TBD
Media coverage - Number of articles and other promotional pieces	15	15	20	25	TBD
- Number of times covered in the media					
▪ Public	50	50	55	60	TBD
▪ Industry	25	25	30	35	TBD
Stakeholder awareness based on ITA Satisfaction / Stakeholder Awareness Survey ¹⁶ - Apprentice	79 (+/- margin of error)	Maintain or improve	Maintain or improve	Maintain or improve	Maintain or improve
- Employer	68 (+/- margin of error)	Maintain or improve	Maintain or improve	Maintain or improve	Maintain or improve
Cook training program - Number of apprentices registered ¹⁷	1,288	TBD	TBD	TBD	TBD
- Number of employers ¹⁸	631	TBD	TBD	TBD	TBD
- Completion rate ¹⁹	32%	TBD	TBD	TBD	TBD
- Number of credentials issued ²⁰	9	TBD	TBD	TBD	TBD
- Total capacity ²¹	609	TBD	TBD	TBD	TBD
- Actual % of utilization ²²	81%	TBD	TBD	TBD	TBD

¹⁶ The ITA measures stakeholder satisfaction and awareness via its annual Customer Satisfaction/Stakeholder Awareness Survey. The above index scores were calculated based on responses to a series of survey questions. The responses were then averaged to create a score for each stakeholder group, which were then weighted based on assigned weighting. The resulting scores are based on a range from 0 to 100 points, where 0 represents the lowest possible score and 100 the highest. The margin of error for apprentices and employers are 5.6% and 6.9% respectively. Please see Appendix A for additional details on survey results.

¹⁷ Refers to the number of apprentices registered in the cook training program as of January 2007. Based on data provided by the ITA, the number of active trainees registered has increased at an average annual rate of 16.5% from 2001 to 2006 (fiscal year April to March).

¹⁸ Refers to the number of employers with apprentices in the cook training program. Baseline data was provided by the ITA.

¹⁹ Refers to the year to date average based on three out of four quarters of apprentices in the cook training program that began in the year 2000/2001. Baseline data was provided by the ITA.

²⁰ Refers to the number of credentials issued for the cook training program between April and December 2006. Based on data provided by the ITA, the number of red seal certificates issued has decreased at an average annual rate of 8.2% from 2000 to 2006 (calendar year).

²¹ Refers to the capacity as per the submitted 2006/2007 training plan for the cook training program. Baseline and forecast data was provided by the ITA.

²² Refers to the 2006/2007 actual % of utilization as of December 31, 2005. Baseline data was provided by the ITA.

Goal 6:

Ensure that high-quality standards, as well as an effective structure, exist and are maintained for the BC ITA accredited bakers’ training program.

Strategies

- a) Conduct an industry review of the current standards and structure for the bakers’ training program and provide recommendations to the ITA on delivery of the program.
- b) Document, measure and assess satisfaction levels of employers and apprentices with regard to the bakers’ training program standards and structure.
- c) Communicate resulting changes and updates to the bakers’ training program to relevant educators and industry stakeholders.

Measure	2006/07 Baseline	2007/08 Forecast	2007/08 Target	2008/09 Target	2009/10 Target
Bakers’ training program updated to established standards	n/a	Industry review of program standards completed Recommendations for improvement developed and approved by ITA	Industry review of program standards completed Recommendations for improvement developed and approved by ITA	Implementation of recommendations commenced	Implementation of recommendations continued
Bakers’ training program structure enhanced	n/a	Review of program structure completed Recommendations for improvement developed and approved by the ITA	Review of program structure completed Recommendations for improvement developed and approved by the ITA	Implementation of recommendations commenced	Implementation of recommendations continued
Baking training program - Number of apprentices registered ²³ - Number of employers ²⁴ - Completion rate ²⁵ - Number of credentials issued ²⁶ - Total capacity ²⁷ - % utilization ²⁸	126 86 n/a 6 96 86%	TBD TBD TBD TBD TBD TBD	TBD TBD TBD TBD TBD TBD	TBD TBD TBD TBD TBD TBD	TBD TBD TBD TBD TBD TBD
Stakeholder satisfaction based on ITA Stakeholder Satisfaction/Awareness Survey ²⁹ - Apprentice - Employer	89 (+/- margin of error) 80 (+/- margin of error)	Maintain or improve Maintain or improve	Maintain or improve Maintain or improve	Maintain or improve Maintain or improve	Maintain or improve Maintain or improve

²³ Refers to the number of apprentices registered in the bakers' training program as of January 2007. Based on data provided by the ITA, the number of active trainees registered has increased at an average annual rate of 28.7% from 2001 to 2006 (fiscal year April to March).

²⁴ Refers to the number of employers with apprentices in the bakers' training program. Baseline data was provided by the ITA.

²⁵ Data is not available for the bakers' training program.

²⁶ Refers to the number of credentials issued for the bakers' training program between April and December 2006. Based on data provided by the ITA, the number of red seal certificates issued has decreased at an average annual rate of 7.7% from 2000 to 2006 (calendar year).

²⁷ Refers to the capacity as per the submitted 2006/07 training plan for the bakers' training program. Baseline and forecast data was provided by the ITA.

²⁸ Refers to the 2006/2007 actual % utilization as of December 31, 2005. Baseline data was provided by the ITA.

²⁹ The ITA measures stakeholder satisfaction and awareness via its annual Customer Satisfaction/Stakeholder Awareness Survey. The above index scores were calculated based on responses to a series of questions. The responses were averaged to create a score for each stakeholder group, and were then weighted, based on an assigned weighting. The resulting scores are based on a range from 0 to 100 points, where 0 represents the lowest possible score and 100 the highest. The margin of error for apprentices and employers are 5.6% and 6.9% respectively. Please see Appendix A for further details on the survey results.

Goal 7:

Review and assess the training and certification needs related to BC's meat cutting profession.

Strategies

- a) Conduct industry consultation regarding training and certification needs and summarize results.

Measure	2006/07 Baseline	2007/08 Forecast	2007/08 Target	2008/09 Target	2009/10 Target
Status of training and certification needs of meat cutting profession understood and documented	n/a	Industry consultation completed Results submitted to the ITA	Industry consultation completed Results submitted to the ITA	TBD	TBD
Meat cutting training program					
- Number of apprentices registered ³⁰	67	TBD	TBD	TBD	TBD
- Number of employers ³¹	46	TBD	TBD	TBD	TBD
- Completion rate ³²	n/a	TBD	TBD	TBD	TBD
- Number of certificates issued ³³	1	TBD	TBD	TBD	TBD
- Total capacity ³⁴	32	TBD	TBD	TBD	TBD
- Actual % of utilization ³⁵	n/a	TBD	TBD	TBD	TBD

³⁰ Refers to the number of apprentices registered in the meat cutters' training program as of January 2007. Based on data provided by the ITA, the number of active trainees registered has increased at an average annual rate of 8.6% from 2001 to 2006 (fiscal year April to March).

³¹ Refers to the number of employers with apprentices in the meat cutters' training program. Baseline data was provided by the ITA.

³² Data is not available for the meat cutters' training program.

³³ Refers to the number of credentials issued for the meat cutters' training program between April and December 2006. Based on data provided by the ITA, the number of certificates of qualification issued has decreased at an average annual rate of 15% from 2000 to 2006 (calendar year).

³⁴ Refers to capacity, as per the 2006/07 training plan submitted for the meat cutters training program. Baseline and forecast data was provided by the ITA.

³⁵ Refers to the 2006/2007 actual % utilization as of December 31, 2005. Baseline data was provided by the ITA.

Summary Financial Outlook

Introduction

This Service Plan includes goals, strategies and associated financial forecasts for a three-year period. While the financial outlook for three years is provided in the attached budget, there is greater certainty regarding the budget estimate for the first year.

With regard to the expenses related to much of the “Core Contribution”, the go2 Training Division is forecasted to utilize:

- ◆ A portion of go2’s current office overhead, including: office space (leased), equipment, insurance, and office supplies;
- ◆ 100% of the new Training Division Director’s position;
- ◆ A portion of a current go2 support staff position; and,
- ◆ A portion of four of go2’s current senior management positions, including the: CEO, CFO, Director of Marketing and Communications, and Director of Industry HR Development.

Note that staff salaries and benefits are forecasted to increase in Year 2 and Year 3, due to the anticipated need to dedicate more staff time to program maintenance and other functions.

More detail regarding the financial outlook is presented in Exhibit 1.

Exhibit 1 – Summary Financial Outlook Detail

Exhibit I**go2 Industry Training Service Plan
Summary Financial Outlook**

	2006/07	2007/08	2008/09	2009/10
	Actual (Est.)	Forecast	Forecast	Forecast
REVENUE				
ITA Core Contribution	\$ 60,000	\$ 260,000	\$ 510,000	\$ 510,000
Operational		260,000	450,000	450,000
Program Maintenance			60,000	60,000
ITA Development Funding		215,000	125,000	75,000
Cook Training Program Structure and Delivery Model Review and Update		50,000	25,000	25,000
Baker Training Program Standards Review and Update		60,000	50,000	TBD
Meat Cutter Industry Consultation		5,000		
Tourism Training Needs Assessment and Strategy		100,000	50,000	50,000
TOTAL REVENUE	\$ 60,000	\$ 475,000	\$ 635,000	\$ 585,000
EXPENDITURES				
CORE & PROGRAM MAINTENANCE EXPENSES				
Board, Committee and Staff Expenses	-	\$ 210,000	\$ 365,000	\$ 365,000
Professional Services	55,000	27,500	97,500	97,500
Baker and Meat Cutter Program Enhancement and Maintenance		5,000	40,000	40,000
Cooks Program Enhancement and Maintenance		-	20,000	20,000
Production of Quarterly and Annual Reports		10,000	10,000	10,000
Production of Marketing Materials		5,000	20,000	20,000
Stakeholder Survey		7,500	7,500	7,500
Start Up	55,000			
Facilities & Supplies	3,000	15,000	31,000	31,000
% of Equipment Rental Costs				
% of Rental/Lease Costs/Insurance	3,000	15,000	31,000	31,000
Other (contingency fund)	2,000	7,500	16,500	16,500
% of Operational/Office Service Costs	2,000	7,500	16,500	16,500
TOTAL CORE & PROGRAM MAINTENANCE EXPENSES	60,000	260,000	510,000	510,000
DEVELOPMENT EXPENSES				
Cook Training Program Structure and Delivery Model Review and Update		50,000	25,000	25,000
Baker Training Program Standards Review and Update		60,000	50,000	TBD
Meat Cutter Industry Consultation		5,000	TBD	TBD
Tourism Training Needs Assessment and Strategy		100,000	50,000	50,000
TOTAL DEVELOPMENT EXPENSES		215,000	125,000	75,000
TOTAL CORE & DEVELOPMENT EXPENSES	\$ 60,000	\$ 475,000	\$ 635,000	\$ 585,000
NET INCOME (LOSS)	\$ -	\$ -	\$ -	\$ -

Appendix A – Data Highlights from the ITA Customer Stakeholder Satisfaction / Awareness Survey (2006)

Data Highlights from the ITA Customer Stakeholder Satisfaction / Awareness Survey (2006)

Customer Satisfaction

CSI Score

The 2006 CSI scores for H&T apprentices and employers are 89 and 80, respectively. Both scores fall within the acceptable range established by the thresholds.

H&T Customer Satisfaction Data Highlights

Apprentices	Employers
<p><u>Strengths</u></p> <ul style="list-style-type: none"> • 94% are satisfied with their technical training experience. • 94% are satisfied with the quality of instruction received. • 91% are satisfied with the amount of practical experience during the in-school portion of the training. • 92% are satisfied with the helpfulness of instructors. • 93% are satisfied with the usefulness of skills and knowledge learned through the technical training. • 94% feel that they are treated fairly when contacting the ITA's Customer Service Centre <p><u>Areas for Improvement</u></p> <ul style="list-style-type: none"> • 78% feel they are informed of everything they need to get service from the ITA/ITC. • 73% felt ITA staff went the extra mile. 	<p><u>Strengths</u></p> <ul style="list-style-type: none"> • 84% are satisfied with the technical training apprentices receive. • 86% are satisfied with their experience as a sponsor. • 87% feel that they are treated fairly when contacting the ITA's Customer Service Centre • 98% of employers believe that apprentices make a positive contribution to employers' businesses. <p><u>Areas for Improvement</u></p> <ul style="list-style-type: none"> • 46% feel it is easy to find apprentices. • 47% feel they are informed of everything they need to get service from the ITA/ITC. • 49% feel they have enough information about how to report work-based training hours to the ITA.

Stakeholder Awareness

SAI Score

The 2006 SAI score for the ITA apprentices and employers that are registered in training programs within H&T’s mandate are 79 and 68, respectively. These scores both fall within the respective groups’ acceptable range for awareness scores.

H&T Stakeholder Awareness Data Highlights

Apprentices	Employers
<p><u>Strengths</u></p> <ul style="list-style-type: none"> • 91% are aware of their roles and responsibilities in the BC industry training system. • 96% are aware that Red Seal certification programs are available to apprentices in BC. <p><u>Areas for Improvement</u></p> <ul style="list-style-type: none"> • 70% are aware of the role and mandate of the ITA. • 70% are aware of the recent changes to the tracking and reporting of work-based training. 	<p><u>Strengths</u></p> <ul style="list-style-type: none"> • 84% are aware of their roles and responsibilities in the BC industry training system. • 95% are aware that Red Seal certification programs are available to apprentices in BC. <p><u>Areas for Improvement</u></p> <ul style="list-style-type: none"> • 44% are aware of the recent changes to the tracking and reporting of work-based training. • 55% are aware of the ITA initiative to establish Industry Training Organizations (ITOs).