

Strategic Plan Fiscal 10/11/12

February 2009

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Introduction:

CITO has been in operation as an Industry Training Organization (ITO) since the spring of 2006. It is the ITO responsible for the Industrial, Commercial, and Institutional (ICI) sector of the construction industry and is charged with leading and supporting the development of a skilled workforce to meet industry's needs. CITO is responsible for twenty-eight trades programs within the ICI sector, a list of which is provided on pages 7 & 8.

CITO was incorporated as a non-profit society in the spring of 2006, and opened its office in Burnaby in January of 2007. In the spring of 2007 CITO made the transition to "Developmental ITO" and commenced operational activities. These included addressing issues such as upgrading of program standards to meet Provincial and National standards, communication and consultation with industry, and participating in ITA planning processes. CITO also conducted an in-depth study and planning process to define the processes, resources and budgetary requirements that would be needed for the organization to fulfill its responsibilities at the "Full Service" level.

Over the first two years of operation CITO made significant progress in fulfilling its responsibilities at the developmental level particularly in the area of program standards, where a substantive number of its programs have been reviewed and updated. CITO has created a policy framework and effective operational mechanisms to support their activities and has adopted an inclusive and consultative approach to conducting its affairs. As a result of this CITO has developed a good working relationship with its industry partners and a reputation for producing quality work.

In December 2008 CITO successfully completed the "Full Service" audit process and was approved to move to "Full Service" status as an ITO as of January 2009. In December 2008, in anticipation of the transition to "Full Service" status, the CITO Board of Directors held a strategic planning session. During the planning session the Board reviewed and updated the CITO vision and mission statements and developed the goals and objectives that the organization should achieve in the coming three years. The transition to full service as an ITO lays the groundwork for CITO to commence activities in the strategic arena and to assume its role as lead organization for construction training in BC. This document presents the specific goals and objectives CITO has established for the coming three years and identifies the steps that the organization will take to fulfill its vision, mission and mandate.

Board structure:

The CITO board is made up of 11 members and has formed four standing committees – Finance & Audit, Executive, Program Standards and Training & Planning. Board members discharge a fiduciary role, rather than one based on representation of specific associations or stakeholder interests. The Board composition will, however, strike a balance among members with expertise in different trades, based in different parts of the province, and working in both unionized and open shop environments. Appointments to the Board are made based on selection criteria developed by the CITO Board, articulated in the Board By-Laws.

Board members:

- Karen Bazylewski
- Randy Callaghan
- Bob Cowan Vice Chair
- Richard (Dick) Coxford
- C.P. (Ken) deRooy
- Ken Hall
- Greg Hubbard
- Kurt Krampfl Chair
- Dan Mott Past Chair
- Brian Savage
- Laura Stanton

Board Sub-Committees:

- Executive
- Finance & Audit
- Program Standards
- Training & Planning

Board Sub-Committees:

- **Executive Committee**

The Executive Committee is responsible for the establishment of mechanisms to support the selection and recruitment of Board members; orientation of new Board members; populating Board standing committees; managing nominations and approvals of new Board members. The committee is also responsible for developing new or potential candidates for Board participation to ensure continued full Board membership. The committee will work within the CITO By-Law framework for Board appointments. The Executive Committee will also oversee the development of policy in the following areas: industry consultation and communication; human resources policy; and the terms of reference for Board sub-committees.

- **Finance & Audit**

The Finance and Audit Committee is responsible to ensure that the organization's financial structure and procedures including accounting, record keeping, statements and reports follow Generally Accepted Accounting Principles, are accurate and correct; that financial transactions are transparent and that CITO financial and business practices comply with government and Society Act requirements.

- **Program Standards**

This committee will identify and ensure Industry sector standards are embedded in all training offered, based on National and Provincial requirements. It will oversee the development of a framework of standards, qualifications and accreditation processes which meet the needs of industry employers and key stakeholders. It will also identify the programs to be offered and ensure the appropriate curriculum and training providers are available to deliver training. The Committee may rely on input from technical committees created for sub-sectors in Industrial-Commercial-Institutional construction or for each approved industry training program. The outcomes furthered by this committee will be expedient development and updating of training programs and qualification processes to meet priority and evolving needs.

- **Training & Planning**

The Training and Planning Committee is responsible for the development of the training plan for the trades programs that fall within CITO's mandate. The committee makes recommendations to the Board with regard to the content of the training plan including specific trade's needs, supply and demand balance, and distribution.

Vision Statement:

“To build a strong training culture within the construction industry”

Culture is at the core of what motivates an organization or industry. Culture leads strategy in terms of behaviour and any change within an organization or industry must start with addressing the culture. A strong training culture will support traditional training for those who use the apprenticeship system and will be inclusive of other companies and groups who have alternate needs. Culture encompasses the whole spectrum of the training system from philosophy to delivery.

Mission Statement:

“To make training good business”

The mission is the “how to” mechanism. It is the core philosophical statement that characterizes the organization’s motivation and behaviour with regard to the methodology that will be employed to realize the vision. Making training “good business” means that there is a return on investment to employers, apprentices, trainees, and to the community at large. CITO’s strategic plan will create a rationale for all participants to benefit from the training system.

Mandate:

CITO provides industry leadership in training which results in the right number of workers, with the right knowledge and skills, developed to the right standards, and available at the right time for the right needs.

Accredited Programs:

- Boilermaker (Construction)
- Bricklayer (Mason)
- Cabinetmaker (Joiner)
- Carpenter
- Concrete Finisher (Cement Mason)
- Construction Electrician (Electrician)
- Floor Covering Installer
- Glazier
- Insulator (Heat & Frost)
- Ironworker (General)
- Ironworker (Reinforcing)
- Ironworker (Structural/Ornamental)
- Lather (Wall & Ceiling Installer)
- Painter/Decorator
- Plumber
- Refrigeration & Air Conditioning Mechanic (Refrigeration Mechanic)
- Reinforcing Steel Installer
- Roofer
- Sheet Metal Worker
- Sprinkler System Installer
- Tiler

Recognized Programs:

- Architectural Sheet Metal
- Construction Formwork Technician
- Domestic/Commercial Gasfitter
- Drywall Finisher
- Elevator Mechanic
- Hardwood Floor Layer
- Petroleum Equipment Installer
- Petroleum Equipment Service Technician
- Piledriver/Bridgeworker
- Plasterer
- Security Alarm Installer

Foundation:

- Architectural Sheet Metal
- Boilermaker (Construction)

- Bricklayer (Mason)
- C.O.R.E (Foundation)
- Cabinetmaker (Joiner)
- Carpenter
- Concrete Finisher (Cement Mason)
- Construction Electrician (Electrician)
- Construction Formwork Technician
- Domestic/Commercial Gasfitter
- Drywall Finisher
- Floor Covering Installer
- Glazier
- Hardwood Floor Layer
- Ironworker (General)
- Painter/Decorator
- Plumber
- Refrigeration & Air Conditioning Mechanic (Refrigeration Mechanic)
- Security Alarm Installer
- Sheet Metal Worker
- Sprinkler System Installer

Overview of the Construction Industry:

The BC construction industry is one of the largest and most active sectors of the British Columbia economic base representing over 25% of the Provincial GDP. The construction industry includes companies that are primarily engaged in constructing, repairing and renovating buildings and engineering works, and in developing land. The construction industry includes a range of sectors and sub-sectors including Industrial, Commercial, Institutional, high rise multi-family residential, roads and highway, bridge and civil construction. The industry is made up of a broad range of companies and enterprises ranging from small one or two person ventures to large corporate organizations, including both open shop and unionized workplaces.

The construction industry employs over one hundred and eighty thousand workers making it one of the largest employers in the province. The industry employs a wide range of occupations involving many different skill sets. Almost three quarters of the people who work in the industry are trades people, contractors, and others who possess special skills related to the industry. Other workers may include labourers and equipment operators. Almost thirty percent of the workers in the industry are trades people some of which include Plumbers, Carpenters, Bricklayers, Cabinetmakers, Painters, and Electricians. Another key element of the workforce includes business and management, finance and administration and estimators.

Goals & Strategies:

The goals and strategies listed below will add value to the industry as standalone projects, however, it is important to recognize that these initiatives are intended to function collectively to create an integrated training system that will support the creation and ongoing maintenance of a robust training culture within the construction industry. The initiatives are interlinked at a fundamental level and are interdependent. Consequently, the plan should be considered as a whole that is more than the sum of the parts that will function most effectively when all of the elements of the plan are engaged. CITO will seek to partner with a number of key stakeholder groups to participate in and support the implementation of this strategic plan.

Goals, Strategies, and Targets:

Goal #1

Create and implement a strategy that will provide CITO with consultation and communication capacity to support the organization's core operations and its strategic activities.

The ability to communicate with the industry and its other stakeholders on a number of levels will be crucial to CITO's success as an ITO. The intent behind this strategy is to create a process that will enable communication between CITO and its stakeholders at both provincial and local levels; that will create a public profile for CITO; and will put in place the basic elements needed to develop an ongoing working relationship with the industry. CITO will engage the services of a professional communications and marketing firm to assist in the development and deployment of one or more of the strategies listed below.

Strategies:

1. Create a province wide consultation and communication process. The consultation and communication process will be based on a two pronged approach:
 - The creation of a schedule of meetings in the main regions of the province on an annual or semi-annual basis to meet industry and other stakeholders. A standard format will be followed for these meetings that will provide an update on CITO current and future activities and discussions regarding local or provincial issues that are of interest or concern to stakeholders.
 - The creation of a targeted consultation mechanism that will allow CITO to develop an understanding of the industry understands of or position with regard to a particular issue or initiative. This mechanism will include but not be limited to:
 - CITO Trade Committee meetings
 - Focus group meetings
 - Formal surveys: conducted on behalf of CITO by specialty firms
 - Special purpose meeting with specific stakeholders

2. Complete development and launch of CITO web site.

CITO will engage the services of a professional marketing firm to assist in the development and launch of the web site. The CITO web site will be designed to be the principle point of contact and information for the organization. The web site will also provide operational information for CITO stakeholders and clients will include the capacity to conduct business via the web if required to support future business practices.

3. Develop and launch a promotion and marketing plan.

CITO will engage the services of a professional marketing firm to assist in the development and launch of this initiative. The goals of the marketing plan will include creating an industry, stakeholder and public profile for CITO; and to communicate its vision, mission, mandate and strategic direction. The marketing plan will also support the operational and strategic goals of organization including the promotion of the business case for apprentices; increasing the number of employers engaged in the training system; identifying and engaging employers who are not currently involved in the formal training system; and other initiatives that are relevant to moving the organization forward. The marketing plan will also include a formal launch for CITO as a 'Full Service' ITO.

4. Develop and distribute marketing and key messaging materials.

CITO will engage the services of a professional marketing firm to assist in the development and distribution of key marketing materials. Such materials will include CITO brochures or other descriptive types of marketing materials; materials that support CITO's strategic objectives including the promotion of the business case for apprenticeship training, recruitment and retention initiatives, involving employers or industry groups who do participate in the training system; and future CITO initiatives.

Goal #2

Develop and implement an integrated provincial entry strategy for recruiting new entrants into the construction industry.

Currently, individuals enter the industry via a number of routes, these include entry via: Foundation or Entry Level programs, high school programs, Ace-IT or Secondary School Apprenticeship programs, and direct entry into the industry. The popularity and success of these initiatives as entry vehicles into the industry has been shown to follow the market trends in the construction industry. In the past, as employment opportunities increase and decrease with the economic demand, training programs have followed the cycle. In many cases training programs that close down during the down cycle are not re-established when demand increases or are slow to react.

This initiative will focus on developing an integrated approach to entry type training programs that will provide core capacity to the industry. The intent will be to establish what base level of training is required to carry the industry through the low end of the cycle and still provide the capacity to respond during the up cycle. Historically during slow economic times entrance preparation has fallen below the optimum level necessary to respond to an upswing in the industry. Attempting to follow the economic cycles of the industry is neither realistic nor feasible. The initiative will strive to identify and support a minimum level of new entrants into the industry via mechanisms that will support other CITO goals such as improving completion rates for apprentices. This initiative will be linked to, and will work in concert with, the completions of apprenticeship initiative described in Goal #3.

Developing an integrated recruitment strategy will include the following:

- Develop a matrix of entrants into the industry, by trade, and entry mechanism
- Develop a matrix of entry programs by trade and by region
- Develop a matrix of success rates for entrants versus completion rates
- Develop a base line of entrants required to provide continuity in the industry/trade
- Lead the development of a province wide strategy, protocol to establish and maintain base line entrance levels for the industry
- Sponsor a provincial convention to launch the strategy

Goal #3

Develop and implement an initiative to improve completion rates in CITO's trade programs.

Completion rates for apprentice programs in British Columbia, that is the number of apprentices who complete an apprentice program versus the number who start a program, have been reported at just over forty percent, for all trades across the board. In the construction industry, completion rates vary widely, with relatively high completion rates in Electrical to just over thirty percent in the Carpentry trade. It is generally agreed that low completion rates represent a loss to the industry in terms of investment in time, energy, and training dollars. Low completion rates also have implications for the ability of the industry to ensure that there is an ongoing supply of skilled workers available to meet the industry's needs.

A considerable amount of work has been done in recent years in terms of identifying the reasons apprentices fail to complete an apprenticeship. The survey completed in 2008 on behalf of the BC Labour Market Information Committee found that no one reason or group of reasons could be easily identified as the cause of apprentices not completing their apprenticeship. In most cases a combination of factors, often contextual, appear to contribute to discontinuation of apprenticeship training. This type of outcome has been borne out in other studies and reflects the complex nature of the issue.

CITO will approach this issue from the perspective of identifying what type of individual is most likely to be well suited for the industry and will be most likely to complete an apprenticeship and be successful in the industry; and by putting in place the information and other mechanisms that will support the apprentices and employers. This initiative will work in concert with other elements of the strategic plan and will strive to create a system or industry wide approach to the issue.

A small number of trades will be identified to pilot the initiative. These programs will be selected based on: completion rates, size, and significance to the industry. Once the model has been proven it will be expanded to include a wider group of programs. Strategies to improve completion rates will include:

- Identify a target group of trades
- Develop a profile of successful apprentices:
 - Characteristics
 - Background
 - Training
 - Entry into trade
- Develop model that aligns successful profile with employer needs
- Align requirements of the model with the recruitment/entry into the industry strategy described in Goal #2
- Develop a communication package to support model
- Develop and deploy a promotional plan for the model

Goal #4

Develop and implement a strategy to increase participation in the training system by construction sector employers.

There are currently over thirty thousand companies operating within the construction sector in British Columbia. At present approximately eighteen percent (18%) of employers train apprentices. In order to ensure that a skilled workforce is available to address the industry's needs going forward it is in the industry's best interests to increase the number of employers participating in the apprenticeship training system. This initiative will focus on increasing the number of employers who hire and train apprentices within the construction industry.

Strategies to increase employer participation in the apprenticeship training system will include:

- Secure stakeholder partners to participate in and support this initiative
- Develop a matrix of potential construction employers
- Develop a matrix of current construction employers
- Identify target group or sector of potential new employers

- Develop promotional package to identify the benefits of hiring and training apprentices:
 - Business case for training see Goal #6
 - Communication and marketing plan
 - Support mechanisms for employers and apprentices

Goal #5

Develop and implement a strategy to create a more inclusive credentialing system for the construction industry.

There are currently over thirty thousand employers active in the BC construction industry. A relatively small number of employers, eighteen percent (18%), participate in what is considered mainstream or apprenticeship training system. A significant portion of employers in the industry is made up of small enterprises of less than five employees. While many of these employers do not participate in the mainstream training system, arguably, training will take place in the workplace. This group of, mostly small employers, represents a significant portion of the industry and is not currently in a position to benefit from the mainstream training and credentialing system. Small companies may not find it feasible or desirable to participate in the mainstream training system, however training of one type or another still takes place on the job. This initiative will identify potential opportunities to recognize their on the job training to extend the credentialing system to accommodate their needs.

This initiative will include the following strategies:

- Develop a data base of employers not participating in the conventional credentialing system:
 - Access WorkSafeBC data base and other sources
- Develop profile of employers not currently participating in the conventional credentialing system:
 - Size of company
 - Type of activity
 - Training methodology
- Engage with employers to identify their perspective and motivation to access credentials:
 - Conduct industry survey
 - Conduct focus group meetings
- Based on results of industry engagement develop draft credentialing model. Conduct pilot of credentialing model and evaluate

Goal #6

Develop and implement a strategy to promote the business case for training apprentices.

Traditionally there has been a lack of understanding in industry regarding the costs related to training apprentices and the return on investment that is realized from this activity. Until recently, no information was available to evaluate the return on investment, if any, from hiring and training apprentices. Work conducted by the Canadian Apprenticeship Forum (CAF), over the last two years, has brought much information to light and a clearer understanding of the issues. The CAF survey demonstrates that a return on investment is realized as early as the second year of apprentice training and increases as the apprentice moves through their apprenticeship.

A positive return on investment on apprentice training is one of the core elements that will underpin the creation of a strong training culture in the construction industry. This initiative will promote the business case for hiring and training apprentices as an investment in the ongoing sustainability of the industry. This initiative will be linked to and will function in concert with other elements of the CITO strategic plan. CITO will seek the involvement of the Canadian Apprenticeship Forum in this initiative.

This initiative will include the following strategies:

- Identify the key elements of the business case for training apprentices
- Develop marketing and promotional materials to present the business case
- Identify a target group of employer and other stakeholders
- Develop and launch a delivery strategy for the business case
- Conduct follow up and evolution of the initiative

The intent is that this initiative will be put in place in phases over a three year period.

Strategic Plan Timetable:

Goal	2010	2011	2012
#1. Consultation and Communication	Model developed: phase one implemented based on business plan	Phase two implemented as per business plan	Phase three implemented as per business plan
#2. New entrant recruitment	Strategy development completed: first phase implemented	Phase two in place as per business plan	Phase three launched as per business plan
#3. Improve completion rates	Strategy development completed: first phase implemented	Phase two in place as per business plan	Phase three launched as per business plan
#4. Increase employer participation	Research completed, strategic relationships established: phase on implemented	Phase two launched as per business plan	Phase three launched as per business plan
#5. Inclusive credentialing	Research completed, strategy developed: phase on implemented	Phase two implemented as per business plan	Phase three implemented as per business plan
#6. Promote business case for apprenticeship	Model developed strategic relationships established: phase one implemented	Phase two implemented as per business plan	Phase three implemented as per business plan

Future Direction:

Completing the goals of this strategic plan will put in place the basic framework of a strong training culture within the BC construction industry. As the strategic plan moves forward the effectiveness of each strategy will be evaluated and refocused where necessary to accommodate changes in the industry, economy, or other factors to ensure that the overall goals of the plan are attained. Additional work will be required on an ongoing basis to ensure that the culture continues to grow in strength and to become broadly accepted across the industry.

The basic principle that underpins this strategic plan is the systemic approach that is taken to meeting the goals and strategies contained within the overall plan. The creation and ongoing sustainability of an effective training culture requires that the core elements of the plan are linked and evolve or are changed in an organized and coordinated fashion. It is important that this principle is carried forward and reflected in future planning activities as the “training culture” continues to grow and evolve.

The successful development and future growth of a “strong training culture” within the construction industry will contribute to meeting the industry’s desire to have a robust training system that will assure access to a highly skilled workforce.