



**ACT**

Apprenticeship Cooperative Training

# Apprenticeship Cooperative Training

## Implementation Strategy

Sector LMP Agreement

#C20LMP010

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BRITISH  
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The views and opinions expressed in this report are those of its author(s) and not the official policy or position of the Government of British Columbia.

# Introduction

This report represents Part 6, the final deliverable of the current Apprenticeship Cooperative Training (ACT) project - the **Implementation Strategy**.

SkillSource has completed five project deliverables. In Part 1, SkillSource developed and presented a thorough **Workplan and Timeline**. In Part 2 and Part 3, SkillSource presented the **ACT Concept Model**. Part 4 was an **Industry Approval Report**. This report follows the submission of Part 5 – a PowerPoint presentation on the **Implementation Plan** prepared by SkillSource and reviewed by the Governance Committee prior to being presented to MAEST/ITA on December 7, 2020. The PowerPoint has been accepted by MAEST.

The report aligns with the contractual obligations identified in Schedule A of Sector LMP# C20LMP010. Specifically, the contract stipulates:

*The Recipient must ensure that the FINAL IMPLEMENTATION STRATEGY is consistent with the Project Purpose, is consistent with section 3.01 a) through d) of this schedule, is prepared in accordance with high professional standards, and includes, at a minimum:*

1. *a comprehensive implementation strategy that defines an ACT model and outlines a feasible plan to implement it in a financially-sustainable manner;*
2. *the Strategy must:*
  - a. *incorporate the CONCEPT DEFINITION MODEL as defined above;*
  - b. *include a viable plan for how to test the concept of ACT in the recommended Pilot locations/populations/sectors, based on the implementation planning framework outlined in the WORKPLAN AND STAKEHOLDER ENGAGEMENT, and including the following details, all validated by the sector subcommittee for each proposed Pilot:*
    - *a resource plan and detailed budget that outlines the physical, financial, human resource, and systems requirements for each Pilot;*
    - *a business model for each Pilot;*
    - *a governance model for each Pilot;*
    - *a list of standards, policies, and procedures required for each Pilot; and,*
    - *a description of any challenges encountered or expected for each Pilot along with plans to address those challenges;*
  - c. *include an evaluation framework for measuring the impact of the proposed Pilots including recommended timelines for evaluation, key performance indicators, data collection methodology, and anticipated short-term and long-term outcomes;*
  - d. *include a viable plan for how to transition the proposed Pilots to a financially-sustainable ACT apprenticeship model that works throughout British Columbia on an ongoing basis;*
  - e. *incorporate feedback on the IMPLEMENTATION PRESENTATION from the governance committee and all sector subcommittees;*
  - f. *incorporate feedback on the IMPLEMENTATION PRESENTATION from the Province; and outline the industry stakeholders who have been engaged in the Project.*

# Executive Summary

Apprenticeship Cooperative Training (ACT) is an enhanced apprenticeship support mechanism through which the engagement and management of apprentices is outsourced to a third party that provides full support for apprentices and employers. These include assessment, up-skilling, payroll, employer deductions and benefits administration, securing apprenticeship (or terms) for apprentices, and working directly with employers to identify suitable apprentices. This model is being proposed as an adjunct to the current BC apprenticeship system to increase employer and apprentice engagement to ensure a robust supply of certified tradespeople to support the BC economy.



The ACT model is modelled on the Group Training mechanism that emerged in Australia in response to the 1980's recession – during which large numbers of apprentices were losing jobs and experiencing significant difficulty accessing the system and employer sponsorship levels declined. Group Training was initiated in Australia by industry and labour - first in construction, then manufacturing and resource industries and has since been adopted across other sectors to address these access issues.

In the BC context, ACT will create a new, alternative pathway for British Columbians to enter into and complete trades training. To a degree, ACT taps the best elements of the cooperative training program approach that is widely and successfully used by colleges, universities, and other training institutions for students in business, engineering, and similar career programs. As envisioned, ACT will offer a responsive apprentice sponsorship model that increases access to the workplace training component of an apprenticeship program by removing the administrative burden placed on employers while ensuring apprentices are exposed to the full scope of their chosen trade within an appropriate timeframe.

ACT will provide additional employment opportunities for apprentices that might not have otherwise existed; will provide for employment of apprentices by accessing a range of employers to ensure continuity of paid work through the completion of their apprenticeship; will improve the quality and range of training available to apprentices; and will support increased regional participation in the apprenticeship system across BC.

Regionally-based ACT organizations serve as labour market intermediaries - linking employers with apprentices by:

- augmenting, not replacing, the existing apprenticeship system
- making it possible for more youth and underrepresented groups to access trades as their first career choice
- enabling more BC small and medium sized enterprises (SMEs) to participate in apprenticeship
- providing a safety net and/or lifeline to orphaned apprentices
- case managing apprenticeship administration

This report provides a comprehensive overview of what ACT is, how it will fit into the BC training ecosystem, and how it can be piloted and, ultimately, implemented across the province.

This Implementation Plan is informed by significant stakeholder engagement activities undertaken by SkillSource since early 2020 to socialize the ACT concept and to determine the level of support for an augment to the current apprenticeship system.

Highlights of engagement activity include:

- 230 individuals representing 12 types of stakeholders were engaged and tracked
- 545 employers informed about ACT in the three pilot regions
- 63 regional employers participated in a follow-up survey

Findings and themes flowing from engagement activities include:

- evidence demonstrates a solid base of support from stakeholders
- stakeholders acknowledge value in the ACT model
- recognition of ability of ACT to connect employers with apprentices
- organized labour has been engaged throughout the project
- ACT Organizations in three priority economic regions have been identified
- employers will need sufficient time to understand and adopt the model
- some centralized functions for regional ACT organizations are required in pilot phase
- ACT will benefit youth, Indigenous people, women, and equity-seeking groups
- employer and community engagement activities on-going
- expose apprentices to work experience in different regions



In summary, evidence gathered through engagement activities demonstrates a solid base of support for pilot testing and eventual implementation of the ACT model and confirmed the need for a mechanism that provided a strong sense of ownership by stakeholders. ACT may bring considerable benefits to SMEs, apprentices and the BC economy. Stakeholders' comments reinforced the importance of the ACT model as a means to connect employers with skilled apprentices while reducing the administrative burden and long-term sponsorship commitment often associated with traditional apprenticeship. As a complement to the apprenticeship system, the ACT organization serves as the apprentices' sponsor, supporting apprentices in completing work-based hours, training, and required documentation by connecting apprentices with employers.

During the pilot phase, the Mainland/Southwest ACT Organization will be the sponsor of record for apprentices in all three pilot locations. At the conclusion of the pilot phase, each regional ACT Organization will be a separate sponsor. ACT apprentices in the North Coast & Nechako region and on Vancouver Island will not be adversely affected by this change in sponsors and the change will be made in the same way that a non-ACT apprentice does when they move to a new sponsor.

Under this model, ACT organizations coordinate the apprenticeship process for both apprentices and employers and assume responsibility for administration of apprentices' payroll and benefits and assign them to workplaces for varying lengths of time. Participating employers pay a modest fee for service (approximately 12% of the apprentice's base hourly wage) to ACT organizations in exchange for apprentice labour. Note: As an incentive for employers to participate in the proposed pilot, ACT premiums will be set at 5% in the first year and 10% in the second year.

Consideration has been given to the short-term funding for ACT as well as the longer-term financial sustainability of the model. Preliminary budgeting included in this report identifies the levels of

anticipated activity and the corresponding levels of financial and other supports necessary to ensure its success. Five key elements are reflected in the Implementation Plan. They are:

1. **People:** Executives, leaders, managers, and front-line staff who will be required to establish, lead, manage and operationalize regional ACT Organizations.
2. **Resources:** Physical, financial and other resources ACT Organizations require in order to ensure that sufficient funds are available to support operations through the pilot phase and beyond
3. **Structure:** A management structure for ACT Organizations that reflects appropriate lines of authority, and communication among stakeholders
4. **Systems:** A mix of systems, (e.g., payroll, systems for tracking apprentices' work experience and academic performance, scheduling systems, etc.) necessary to manage ACT at the local level.
5. **Relationships:** Critical relationships among stakeholders, employers, apprentices, education and training providers, etc. will be established and supported.

Pilot delivery will be an important tool to test the model and confidently gauge its viability. To that end, SkillSource has assessed and selected three locations with the greatest potential for success during the proposed pilot phase. The three sites are Mainland/Southwest (Surrey/Langley), North Coast & Nechako (Terrace/Dease Lake) and Vancouver Island/Coastal (Victoria/Nanaimo). Rationale for the selection of these three locations is described in Appendix A.

A newly created not-for-profit society will be the ACT Organization in the Mainland/Southwest region. A second new not-for-profit will be the ACT Organization in the North Coast & Nechako region. The BC Construction Association will be the ACT Organization in the Vancouver Island region. The Mainland Southwest entity will also administer a mix of centralized functions in support of all three pilot locations to maintain a high level of consistency in service delivery during the pilot. The Mainland/Southwest ACT Organization will also serve as the apprentice's sponsor for the duration of the pilot as described on page 6. Once the pilot phase is complete, regional ACT Organizations will be fully autonomous and each will become a separate sponsor.

In addition to the ACT Organizations in each area, a mix of supporting organizations will play active roles, (i.e., VIU and Camosun will provide campus-based ACT services in Nanaimo and Victoria respectively. KPU, Surrey Board of Trade, the BC Alliance for Manufacturing, Boilermakers union, and the Finishing Trades Institute will actively assist in the Mainland/Southwest region.)

ACT is designed to complement the current system and its services. The model offers a mix of benefits to industry and employers, apprentices and government. While there are some potential perceived limitations to the ACT model, care has been taken to anticipate and effectively plan for how to mitigate any such concerns.

### **ACT Business Model**

The ACT business model is analogous to that of an employment agency under which ACT Organizations serve as intermediaries - matching apprentices with employers for a modest service fee. ACT organizations will need to be licensed employment agencies to operate in BC. A less robust variation of the proposed model involving 61 employers and 274 apprentices has operated successfully for five years

in the Lower Mainland under the leadership of SkillSource, effectively demonstrating that a fee for service model can be a reasonable approach to ongoing funding requirements.

Detailed policies and procedures will address these five key areas:

1. Operations
2. Training
3. Program Management
4. Finance/Corporate/Legal
5. Regulatory Compliance

A comprehensive list of policies and procedures has been developed for ACT. See Appendix B for the full list. It is expected that some policies and procedures specific to ACT Organizations will supersede standard ACT policies.

### **ACT Governance**



The Governance model ensures consistency, compliance, responsiveness, and sustainability and is supported by a Provincial Governance Committee, with subcommittees in each region. Representation on these committees includes business, K-12, post-secondary, employer associations, and others.

### **Budget and Finance (Pilot Phase)**

Financial considerations for the pilot phase are reflected in the proposed budget. It is anticipated that, given the staggered startup of this initiative, it is likely that funding may be split across fiscal years.

Highlights of the three-year pilot financial plan include:

- Projected gross revenues for pilot phase \$21.5 Million
- Projected gross expenditures for pilot phase \$23.95 Million
- Diminishing funding requirements through the pilot phase as follows:
  - Year 1 ~\$1,000,000
  - Year 2 ~\$900,000
  - Year 3 ~\$575,000
- Pilot ACT organizations will be self-sustaining in their fourth year of operation as they transition to autonomous state

To establish ACT in BC, several key partners and sources of funding will be necessary. Pilot funding will be sought from a range of stakeholders including employers, government, economic development agencies, and industry associations. Other funding could be sought from supplementary funders who might contribute on a one-time basis.

### **Financial Sustainability (Autonomous State)**

Beyond the pilot project stage, financial sustainability will be achieved through an annual operating fund generated by service fees paid to Act Organizations by employers.

As additional ACT Organizations are established, 'seed' funding may be needed to support operations until participation rates allow for financial self-sufficiency at the local level.



## Risks and Mitigation Strategy

SkillSource has identified a number of potential challenges and developed risk mitigation strategies accordingly. Unforeseen challenges will be addressed through a straightforward risk mitigation approach described in this document.

## Transition Plan

Transition from pilot to autonomous state will ensure that ACT organizations are ready to continue operations without reliance on external funding.

The transition plan will be overseen by the provincial ACT Governance Committee and will focus on three areas.

1. Governance: ACT organizations will have an appropriate governance structure that achieves sound organization and performance oversight.
2. Financial Management: ACT organizations will have procedures and controls in place surrounding financial management.
3. Performance against operational plans: ACT organizations will have processes in place to deliver on their operational plans, and to identify and take action where progress is not in line with those plans.

## Evaluation



Pilot delivery will be evaluated using a framework comprised of Implementation Plan Inputs, Outcomes and Key Performance Indicators (KPI) that outline success criteria to determine the degree of impact on addressing BC workforce development challenges. Formative evaluation of project outcomes will occur throughout the pilot phase of the project with a summative evaluation on impact occurring at its conclusion.

Some outcomes will be measurable soon after launch but the initial focus of the evaluation will be on the establishment of a benchmark against which overall impact will be measured. Each of the project's goals is articulated and can be measured against specific targets which are achieved by meeting the outcomes outlined in the Implementation Plan Inputs, Outcomes and Impacts.

The achievement of goals will be measured using defined targets which are action-oriented; time-bound and have a quantitative metric against projected outcomes. This evaluation measures the program's impacts and is separate and distinct from the transition plan 'audit' described above.

## Section 1 - ACT Model and Structure

*“Apprenticeship Cooperative Training (ACT) is an enhanced apprenticeship support mechanism through which a third party provides comprehensive support for apprentices and employers to increase engagement and completion.”*

### ACT’s Origins

The Group Training model, which inspired Apprenticeship Cooperative Training (ACT), emerged in Australia during the economic downturn of the early 1980s when large numbers of apprentices were losing jobs and experiencing significant difficulty engaging in the Australian apprenticeship system. It was initiated by industry and labour - first in construction, manufacturing and resource industries and has since been adopted across other sectors.

Today GTOs are the largest single employer category in Australia with approximately 40,000 apprentices employed and placed in worksites by 160 GTOs. The basic model entails GTOs serving as labour market intermediaries linking employers with employees and the provision of the following supports and services:

- recruiting and screening apprentices
- providing front-end training (safety)
- placing apprentices with employers under contract
- managing all apprenticeship administration
- worksite visitation and rotation
- invoicing employers for reimbursement of wages and benefits plus a modest administrative fee

GTOs operate under a ‘business model’ and actively seek to secure any incentives provided by government (as employer of record / GTOs also receive core funding support)

#### ***The Principal Goals of Group Training Organizations (GTOs) in Australia include:***

- *creating more employment opportunities for apprentices and trainees*
- *providing continuity for employment and training through completion*
- *improving the quality and range of training available to apprentices and trainees*

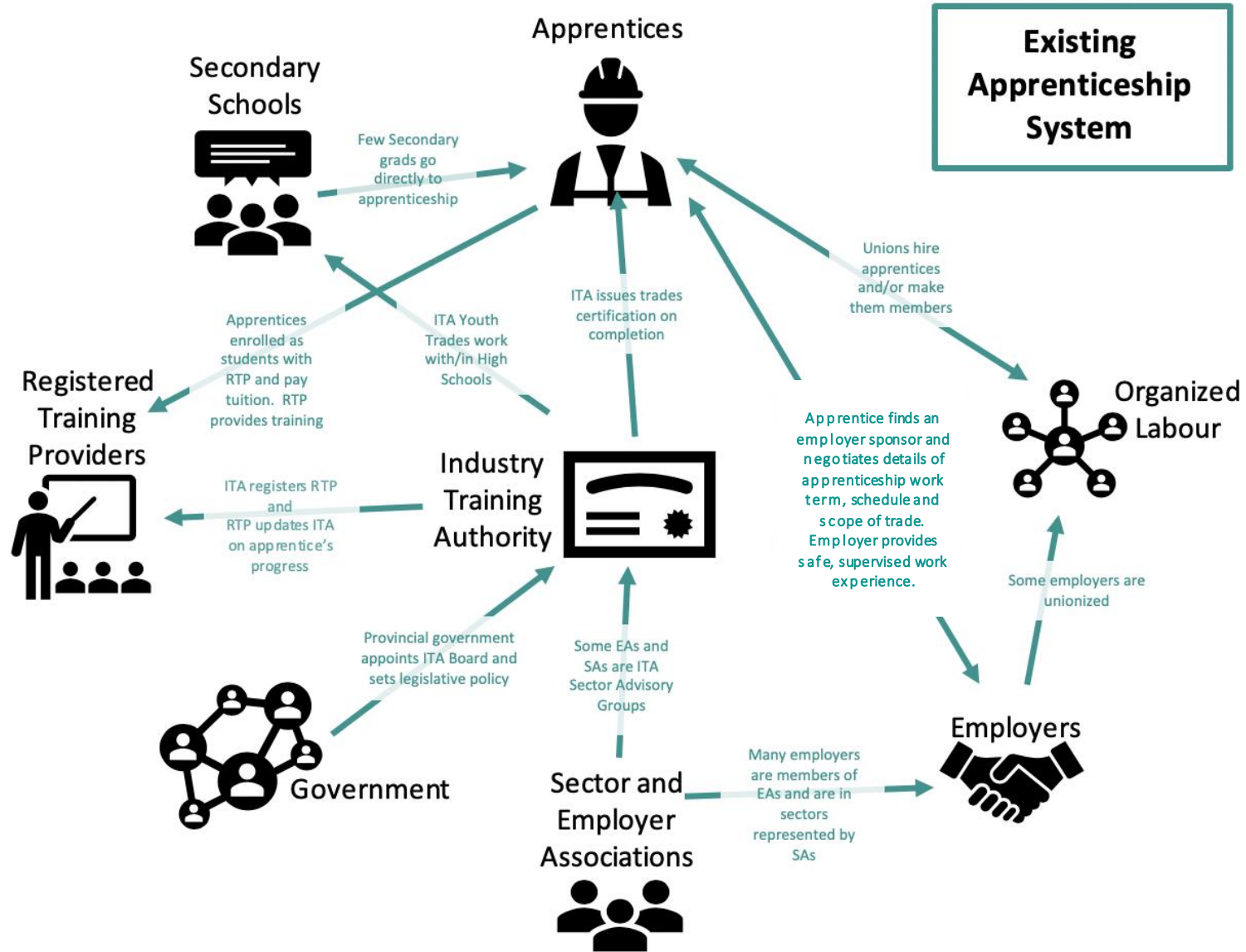
Source: Government of Australia  
<https://www.australianapprenticeships.gov.au/group-training>

*“We strongly believe that the proposed model will ease the administrative burden on employers while, at the same time, build an effective and efficient pathway to certification for BC’s apprentices.”*

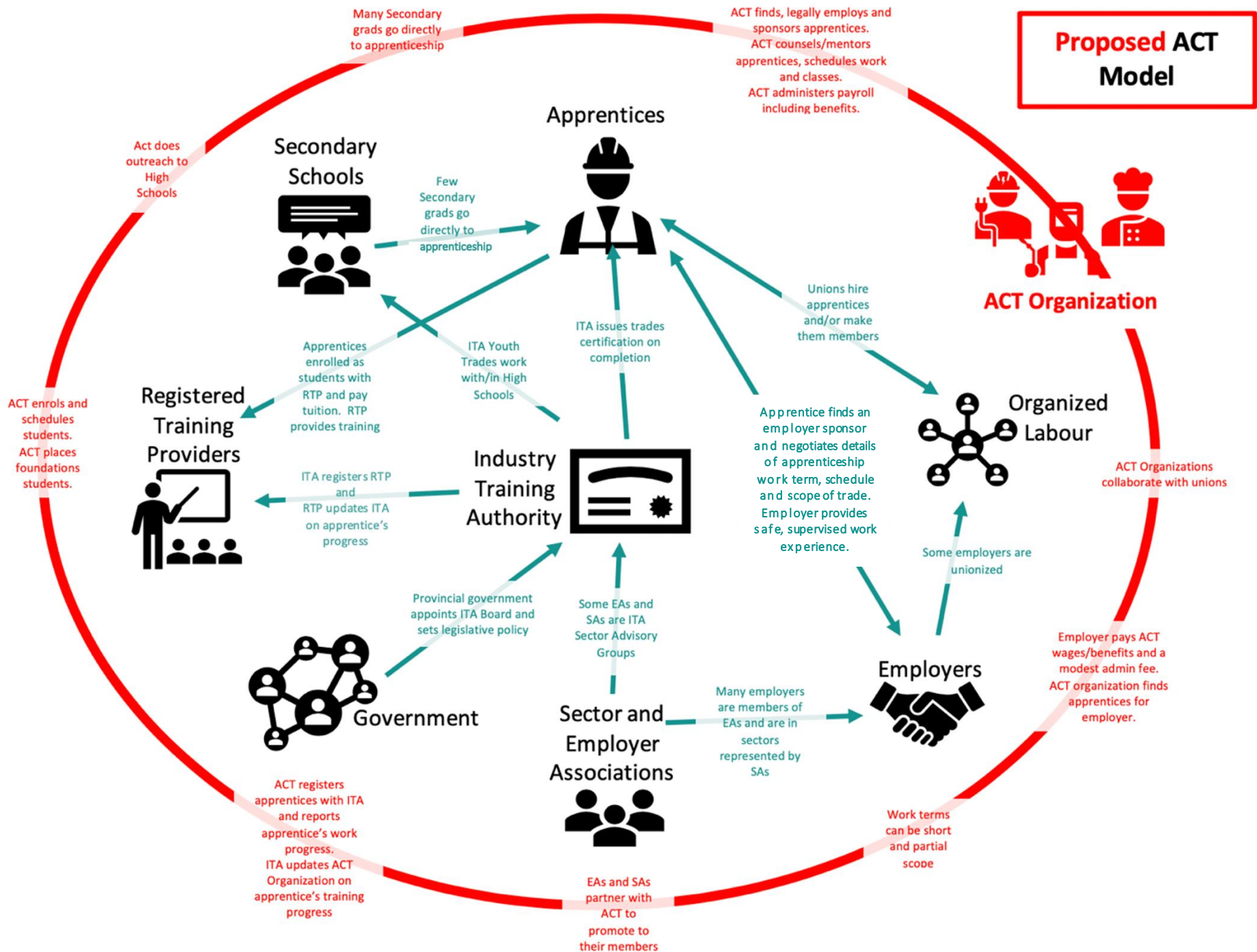
Valerie Lockyer, Douglas College

# ACT and the Existing Apprenticeship System

See the two diagrams (below and next page) for an overview of the current apprenticeship system in BC and how that system would be enhanced by ACT. Note that the structure and relationships depicted in the existing model in the first diagram are enhanced by the services (highlighted in red text on the second diagram) provided by regional ACT Organizations in the proposed model.



# Proposed ACT Model



## Comparison Between ACT Organizations and Existing Services

An important element of evaluating the feasibility of establishing ACT in BC is the assessment of organizations that currently provide some similar supports and resources to ensure no duplication of effort or inadvertent / unintended competition. This evaluation has illustrated that there is strong domestic and international evidence that alternative models for apprenticeship sponsorship are operationally feasible, financially sustainable, and can improve outcomes and ensure greater system sustainability. These models are neither radical nor new and, while limited in scope compared to ACT, have been a defining feature of apprenticeship training in BC for decades.

Across the province, there are organizations that offer some component or components of the apprenticeship support services ACT will provide its stakeholders. There is a range of options in terms of services provided as well as in terms of to whom the services are provided. A summary of these organizations, their client base, and their services follows below:

### Indigenous Employment and Training Associations (restricted access):

- There are numerous service providers and government-funded programs which provide supports to Indigenous people across BC who are pursuing training and apprenticeships. The Industry Training Authority refers to these associations collectively as Indigenous Skills and Employment Training Providers (**ISETS**) Some ISETS have MOUs in place to sponsor apprentices under ITA's organizational sponsorship model. The range of services includes employment assistance services to improve employment potential, earning capacity and self-sufficiency of Indigenous people in BC.

### Open Shop Service Providers (unrestricted access):

- Independent Contractors Business Association - ICBA ([www.icba.ca](http://www.icba.ca)) is a fee-based member organization representing open shop contractors in the BC construction sector. ICBA works with non-members like school districts, Indigenous groups (and other underrepresented groups) and numerous other stakeholder groups to provide apprenticeship opportunities, pre-employment.

They have approximately 900 members. They offer a suite of apprenticeship supports only to members. Their services are based on the premise of ICBA serving as the apprentice's sponsor and removing the administrative burden from its members. The employer retains all responsibilities for the apprentice's payroll, benefits and an ICBA "apprenticeship coordinator" acts as a mechanism to "cut through the confusion" for both the employer and apprentice. ICBA also provides a modest bursary program and recognition for apprentices achieving over 90%. ICBA currently has apprentices and employers in their apprenticeship support system, largely in electrical, plumbing and carpentry. ICBA operates on an organizational sponsorship model that has them as the registered sponsor and provides support for member employers and apprentices.

## Joint Board Model Service Providers (restricted access):

- The Electrical Joint Training Committee (EJTC) is one of approximately 20 trade specific apprentice sponsor / case management mechanisms in the organized construction sector in B.C. In order to access this program, employers are required to be members of IBEW213, and the Electrical Contractors Association of BC and apprentices take out membership when they enroll in the program. EJTC serves as the sponsor to all apprentices, while the contractors are the employers of record paying all wages and benefits in accordance with the collective agreement. Apprentices enrolled in this program attend technical training exclusively at the EJTC facility.

The “one-stop” services provided include apprentice recruitment, screening, selection, registration, tracking, assignment to technical training, and formal sign-off for electrical apprentices. EJTC also provides information to the contractors on incentives, tax credits etc.

The model is highly prescriptive, with the EJTC requiring all apprentices to attend technical training when scheduled and requiring the majority of entrants to complete the Foundation program. EJTC has the authority to move apprentices among contractors to ensure exposure to the full scope of the trade. 70% however tend to remain with the same employer. The 1:1 journey person to apprentice ratio is provided for in the collective agreement and strictly enforced.

Funding to support the model is raised through a 29 cent per hour levy for all work in the sector which generates approximately \$65,000 per month. Funding is used to support the coordination of all apprenticeship and to deliver journey person upgrading programs. Additionally, the EJTC provides a \$400 bursary to every apprentice who completes a level of technical training (approximately \$400,000 - \$500,000 per year).

- Canadian Operating Engineers Joint Apprenticeship and Training Council (COEJATC)  
The Canadian Operating Engineers Joint Apprenticeship and Training Council (COEJATC) is a Canada-wide network of training institutions that conduct heavy equipment, crane, and safety training. COEJATC has initiated national projects involving the International Union of Operating Engineers (IUOE) training centres across Canada. Through these joint ventures, quality, educational curriculum has been developed and taught to IUOE members, which include e-learning and paper-based courses.

*“Looking at the model being proposed, I see can see many parallels to what we have been doing through our Union dispatch system and the direct connection between our training facility and signatory employers. In my opinion it is part of the reason why we have experienced Red Seal Completion rates well in excess of the overall provincial norm. Given that we have already worked cooperatively on similar initiatives previously, I would like to explore the opportunity to participate in some capacity in this initiative. Perhaps even as an ACT Organization.”*

Paddy Byrne, Finishing Trades Institute of BC

## Unrestricted Registration Models (open to all):

The Mining Apprenticeship Program (MAP) model was developed and implemented by the College of the Rockies (COTR) and Teck Coal Corporation (Greenhills, Fording, Coal Mountain, Elkview, and Line Creek). The basic model entails COTR serving as both the sponsor and employer of record with the employer reimbursing the college for wages and benefits for the work experience component. COTR shares recruitment duties with the employer and assumes shared responsibility for disciplinary, evaluative and performance feedback. Apprentices are rotated among several different training sites. There are currently 9 heavy duty equipment technicians and 8 industrial electrician apprentices in the program. MAP is a jointly run program initiated to serve the mining sector in a specific region of the province in response to labour need. The College acts as the sponsor for the apprentices with TECK coal at its various locations.

- The **ACT** model offers the fullest scope of services to the broadest group of candidates as it is both target audience and trade focused and is premised on the proven ‘case management’ model. Participants are not restricted to membership or specific trades as they are with other models and ACT support reflects the unique requirements of a particular region or sector. ACT organizations in other jurisdictions (notably, Australia) have historically worked effectively with both open and closed shop organizations.

From an employer perspective, ACT provides comprehensive supports that augment internal HR capacity (if it exists) by assuming the administrative burden of taking on apprentices for the duration of that apprentice’s career from recruitment to trade credential award. Removing this demand allows the employer to focus on the provision of scope of trade training rather than spending effort on navigating the apprenticeship system and meeting time consuming administrative requirements.

On the apprentices’ side, full support is provided from prospective apprentice pre-engagement recruitment into a foundation program while in high school right through to trade credential award. This duration provides the apprentice full support at all times, even when employment/sponsorship ends due to project timelines or economic downturn; it also does not require a prescriptive membership and is available to out-of-work apprentices as well.

Early and ongoing support are important factors in program completion as prospective apprentices often find it difficult to secure their own sponsors, particularly during a shifting or volatile employment climate as is the case in the wake of COVID-19.

The table (next page) compares the four existing services described above with the proposed ACT model against 24 criteria ranging from recruitment to out of trade supports. The capacity of the named organizations to provide additional services and supports is governed by their respective mandates. While it is possible that some of the organizations named in this section *could* add services and ‘tick more boxes’, the point of the table is to provide a snapshot of comparative examples of other organizations that provide services to apprentices.

# Comparison of Existing Service Providers with Proposed ACT Model

Features/Attributes	Unrestricted			Restricted		Indigenous
	ACT	MAP	ICBA	EJTC	COEJATC	ISETS
<b>Services to Apprentices</b>						
High School Transition Programs	√		√	√	√	√
Pre-Apprenticeship Training (safety, etc.)	√	√	√	√	√	√
Financial Aid/Support/Funding Assistance	√	√	√	√	√	√
One on One Employment Advising	√		√			√
Work-based Assessment	√	√	√	√	√	
On the Job Monitoring/Coaching	√	√	√	√	√	√
Recognition Programs	√		√	√	√	
Resume Development	√		√			√
Interview Skills Workshops	√					√
Employment Referrals	√		√			√
Provision of Work Gear/PPE	√			√	√	√
Out of Trade Supports	√					
Re-deployment / Placement Services	√		√	√	√	√
<b>Services to Employers</b>						
Employer Support	√		√	√	√	
Candidate / Employer Recruitment	√	√	√	√	√	√
Candidate / Apprentice Assessment	√	√		√	√	√
Candidate / Apprentice Selection	√	√		√	√	√
Issue Management/ITA liaison	√	√	√	√	√	√
Tracking and Administration	√	√	√	√	√	√
WorkSafe Administration	√					
Payroll and Benefits Administration	√	√				
Targeted Equity Seeking Initiatives	√			√	√	√
Act as Sponsor on Record	√	√	√	√	√	
Contract Service Provider	√			√	√	√



## Benefits of the ACT Model

ACT has the potential to complement and transform the BC apprenticeship system through the implementation of enhanced supports for both apprentices and employers. The provision of enhanced supports (without duplicating services) is expected to translate into increased numbers of individuals entering and successfully completing their apprenticeship training, thereby contributing to human resource capacity across BC. Anticipated Benefits of ACT include:

- contributes to solutions to workforce challenges caused by COVID-19
- responsive to the needs of small employers
- addresses future skill shortages for industry
- creates employment opportunities for youth
- creates new sponsorship opportunities by supporting employers who were unable to participate in the system in the past
- offers a 'safety net' for apprentices, particularly those who have been laid off or are unable to maintain full employment
- provides an industry-wide response to uncertain economic and employment conditions
- removes the administrative burden on employers
- stable employment opportunities for youth, Indigenous people, women and equity-seeking groups
- offers the option of rotation of apprentices to ensure continuing employment and fuller exposure to scope of trade
- a method of meeting skill needs in regions where employment cycles or the size of employers make long term sponsorship and/or employment difficult
- apprentices complete their programs faster, establish careers sooner and, as a result, contribute to the economy and tax base earlier in their career

Key benefits of the ACT model for its three key audiences are listed below:

### For Industry and Employers

- efficient mechanism to expand the numbers of skilled tradespersons
- intermediary service model for linking employers requiring a skilled labour force with prequalified employees seeking trades careers
- improved assessment and selection processes
- improved case management of apprentices
- reduction in risk and administrative costs
- continued eligibility for - and assistance in - accessing federal and provincial tax credits
- access to affordable expertise and assistance

### For Apprentices

- effective mechanism to access trades training and sponsorship opportunities
- improved exposure to full trade scope through worksite and employer rotation
- enhanced workplace and administrative support
- direct assistance in accessing technical training, EI supports, incentive grants and tax credits
- support for 'orphan' or out-of-trade apprentices
- improved completion rates
- career access at an earlier age

## For Government

- mechanism to address persistent critical skill shortage policy issue – policy delivery platform
- support the Province’s adoption of mandatory trades certification by increasing the number of British Columbians who complete apprenticeships
- opportunity to implement labour market equity objectives (e.g., youth, Indigenous people, women, and equity-seeking groups)
- opportunity to forge long-term constructive partnerships with sectors
- generates real financial returns from increased tax revenues from well-paid workers and profitable firms
- support for out-of-trade apprentices and safeguards for public training investment
- increased employment engagement for underrepresented groups
- improved regional delivery capacity
- reduces international outsourcing and reliance on temporary foreign workers
- complement ITA’s dedicated completions department by improving completion rates and growing the number of apprentices and participating employers
- greater return on investment in apprentices

*“We are very committed to this endeavor and offer our expertise and partnership on the steering committee, representing the Chamber Network, to ensure a successful program delivery.”*

Colleen Clark, Greater Langley Chamber of Commerce

## ACT in the British Columbia Context

In the BC context, ACT will create a new and more accessible pathway for more British Columbians to enter into and complete trades training. In its simplest form, the initiative taps the best elements of the co-op training program approach that is widely and successfully used by colleges, universities and other training institutions for students in business, engineering and similar career programs but under which the engagement and management of apprentices would be outsourced to a third party ‘ACT Organization’.



Profile of a typical ACT Apprentice:

- currently enrolled in secondary school or has graduated and is underemployed or precariously employed in a minimum wage job or engaged in ‘gig’ work
- transitioning university graduate who is pursuing apprenticeship training
- may identify as youth, female, Indigenous or as a member of an equity seeking group
- is interested in a career in trades but needs guidance, assessment, and case management
- has no strong connection to potential employers
- may need a mix of supports to successfully enter a trade as an apprentice and complete their training program

Profile of a typical ACT employer:

- small to medium-sized business, e.g., residential construction company or auto repair shop with three or four staff
- is interested in hiring an apprentice but is concerned about the cost and administrative time involved
- does not have internal human resource capacity to administer and manage apprentices
- may be unable to provide a 4-year commitment to sponsorship
- has no strong connection to potential apprentices and limited capacity to recruit
- reluctant to hire an apprentice for fear of not being able to provide full scope of trade
- may have had an unsuccessful previous experience with the apprenticeship system

ACT will enhance and improve British Columbia's existing 'traditional' sponsorship training model by:

- complementing, not replacing, the existing apprenticeship system that serves BC employers and apprentices
- making it possible for more people to access trades as their first choice of career
- make it easier for equity seeking groups to access trades and establish careers
- enabling British Columbia SMEs that might not otherwise be able to participate in the apprenticeship system to engage an apprentice for a work-term
- providing a lifeline for 'orphaned' apprentices who have been unable to complete their training with their sponsor employer
- increasing the number of apprentices and employers who are successfully engaged in the apprenticeship system
- contributing to a more robust apprenticeship culture
- buttressing the province's human resource capacity with an increased number of apprentices and skilled tradespeople

## Primary Goals

To provide a responsive apprentice sponsorship model that increases access to the workplace component of an apprenticeship training program by removing the administrative burden placed on employers and ensuring apprentices are exposed to the full scope of their chosen trade within an appropriate timeframe in which to achieve their apprenticeship. ACT will provide additional employment opportunities for apprentices that might not have otherwise existed; will provide for employment of apprentices by accessing a range of employers to ensure continuity of paid work through the completion of their apprenticeship; will improve the quality and range of training available to apprentices; and will support increased regional participation in the apprenticeship system across BC.

**Goal 1:** Develop and deploy an innovative apprentice sponsorship model that enhances the current apprenticeship system by providing additional, incremental growth in the number of apprentices and certified tradespeople.

**Goal 2:** Focus on primary ACT services including employer engagement, apprentice recruitment, service promotion, and stakeholder outreach to ensure effective system-wide roll-out.

**Goal 3:** Implement a service delivery model that anticipates changing environments, economic shifts, and major projects to benefit communities across BC.

**Goal 4:** Establish and maintain working relationships with key stakeholders to enhance the current apprenticeship system.

## Themes and Findings

Stakeholder engagement activities have identified several key themes and findings that have informed the Implementation Plan.



- Evidence demonstrates a solid base of support for the ACT model from stakeholders across the province. Stakeholders acknowledge and see measurable value in the ACT model. This includes recognition of the ability of ACT to engage employers who may not otherwise have been able/willing to participate in the traditional apprenticeship process with skilled and interested apprentices.
- Organized labour has been engaged throughout the project and is generally supportive of the model. Some unions and union training organizations e.g., Boilermakers and the Finishing Trades Institute have expressed their willingness to actively participate in the Pilot delivery of ACT.
- ACT organization hosts in three priority economic regions have been identified. In addition, other organizations have agreed to play a coordinating role in the delivery of the proposed ACT Pilot.
- It is evident that employers may need time to understand and engage in the model. A staggered launch is proposed to allow for incremental growth as the model rolls out.
- It has been acknowledged that ACT will benefit youth, Indigenous, female, and equity-seeking groups

## The ACT Planning Framework

The planning framework that informed the Implementation Strategy described in this document is guided by five key principles, including:



ACT is designed to ensure that employers and other apprenticeship system stakeholders feel a sense of ownership



ACT services are complementary to traditional apprenticeship model and do not duplicate or replace any existing services



Dedicated ACT organizations provide full scope of administrative services for employer and apprentices



ACT organizations coordinate the apprenticeship process for both apprentices and employers



Employers pay a modest fee for service to ACT organizations in exchange for supported apprentices

## Section 2 - Pilot Implementation Plan

### Structure of the ACT Model

The proposed model for ACT provides an implementation framework that ensures a degree of centralized support during the Pilot phase with the expectation that local ACT Organizations will operate with full autonomy once the model is fully operationalized after the Pilot. The concept of full autonomy is supported by the Provincial ACT Governance Committee and stakeholders and is analogous to the Australian Group Training model on which ACT was conceived. See Appendix A for rationale for the selection of Pilot sites. There will be no duplication of services provided by the Ministry of Advanced Education and Skills Training or the Industry Training Authority.

ACT organizations serve as labour market intermediaries linking employers with apprentices by:

- complementing, not replacing, the existing system
- making it possible for more youth, women, Indigenous and equity-seeking groups to access trades as their first career choice
- enabling more BC SMEs to participate in the apprenticeship system
- providing a safety net and/or lifeline to 'orphaned' apprentices
- case managing apprenticeship administration



### Centralized Supports (during Pilot)

A newly-created not-for-profit society will be established to administer some centralized, province-wide ACT services during the Pilot. SkillSource and regional pilot partners sought and received legal advice regarding several options for the structure of the new entity which are reflected in this Implementation Strategy. All required steps will be taken (e.g., creation of a Board of Directors).

The new entity will administer a mix of functions in support of all three pilot locations to maintain a high level of consistency in service delivery during the pilot. The pilot phase requires expertise that SkillSource has in-house and will rely on SkillSource's guidance and advice. It is likely, therefore, based on SkillSource's unique skill set and experience, that the new entity will formally engage and consult with SkillSource at various times throughout the Pilot.

Centralized functions during the pilot phase will be migrated to regional ACT Organizations at the conclusion of the pilot. Centralized functions and supports during the Pilot include:

**Operations:** This includes responsibility for all apprentices' payroll and benefits as well as mandatory employment related costs.

**Technology:** Tracking and reporting apprentice activity to ITA will be managed centrally using an online tracking tool. This will require ongoing liaison with the regional ACT Organizations to ensure that hours

are tracked and reported along with a record of the nature of work performed. This information will be used to gauge the apprentice's hours relative to ITA standards for their trade and to allow tracking of the skills attained within the scope of the trade. It is anticipated that this technology will also be linked to a Human Resource Information System (HRIS) and Customer Relationship Management (CRM) system.

**Training:** Development of a menu of standardized training supports for apprentices that can be rolled out at the local level as required (e.g., safety training, TDG, fire safety, fall protection, communication and conflict resolution, teamwork, problem solving, etc.).

**Advocacy:** Promote the establishment of new regional and/or sectoral ACT organizations beyond the pilot phase. The aim is to ensure that the needs of apprentices and employers at the regional and/or sectoral level are fully considered.

**Marketing/Media:** Centralized messaging and marketing will be aligned with local efforts. This will include activity on social media platforms such as Facebook, Instagram, Snapchat, and Twitter. The ACT 'brand' will be fully developed and exploited to drive awareness and ensure uptake.

**Funding:** Pilot funding, once secured, will be administered centrally and disbursed to local ACT Organizations with appropriate financial audit controls and according to recognized accounting practices.

In addition to the above, the new entity and/or the contractor for the next phase of the ACT project will be responsible for evaluating the pilot using the evaluation methodology described in this report.

## ACT High-Level Business Model

- Analogous to an enhanced employment agency
- Where possible, existing local organizations will be ACT Organizations – the BC Construction Association will be the ACT Organization in the Vancouver Island / Coast region and will draw on its existing regional labour market connections and networks to ensure ACT services are aligned with regional needs
- Funded through modest employer premiums paid on base wages
- Three-year ramp-up to full financial self-sufficiency
- Aligned with ITA priorities to support apprenticeship system
- Non-competitive and collaborative with other services and providers

ACT's primary activities will focus on matching apprentices with employers and providing supports to ensure success. In addition, ACT will work with foundation level students in college trades programs, pre-trades students in the K-12 system and with Municipalities, Universities, School boards and Hospitals (MUSH) sector to foster increased opportunities for apprentices.



ACT Organizations will offer services akin to those of an employment agency. As such, ACT Organizations may need to be licenced as employment agencies. This process is straightforward and associated costs are minimal. The requirements for licensing are outlined in Employment Standards Regulation, s. 38. Under this section, an employer must submit an Application for Employment Agency Licence, which includes a completed questionnaire, to the director, accompanied by a \$100 fee.

All three Pilot sites will be funded in part through modest employer premiums paid on apprentices' base wages. In the first year, the rate will be 5% to encourage participation and uptake. In years 2 and 3, the rate will rise to 10% and 12% respectively. In year 4, the rate will rise to its expected maximum of 15%, where it will remain as ACT transitions to autonomous state. Hourly fees will not fully support all ACT operations until critical mass has been reached. That equates to approximately 90 active apprentices in each region. At that level, ACT will be financially self-sustaining and will not require additional ongoing funding.

Administrative staff in the Mainland/Southwest region will be responsible for managing centralized ACT services for all three sites. This includes all apprentice payroll, benefits, tracking and reporting activities across the province. Services provided by each individual ACT organization are described in the regional operations beginning with the Mainland/Southwest on page 30.

ACT organizations will build a menu of standardized training courses on topics ranging from workplace safety to soft skills (communication, conflict resolution). These will be short duration workshops – typically one-day. All three regional Pilot locations will draw from the menu and deliver select courses locally based on established need in partnership with community providers. Additional courses as required e.g., first aid, TDG, WHMIS and others will be delivered as needed by third party trainers or online.

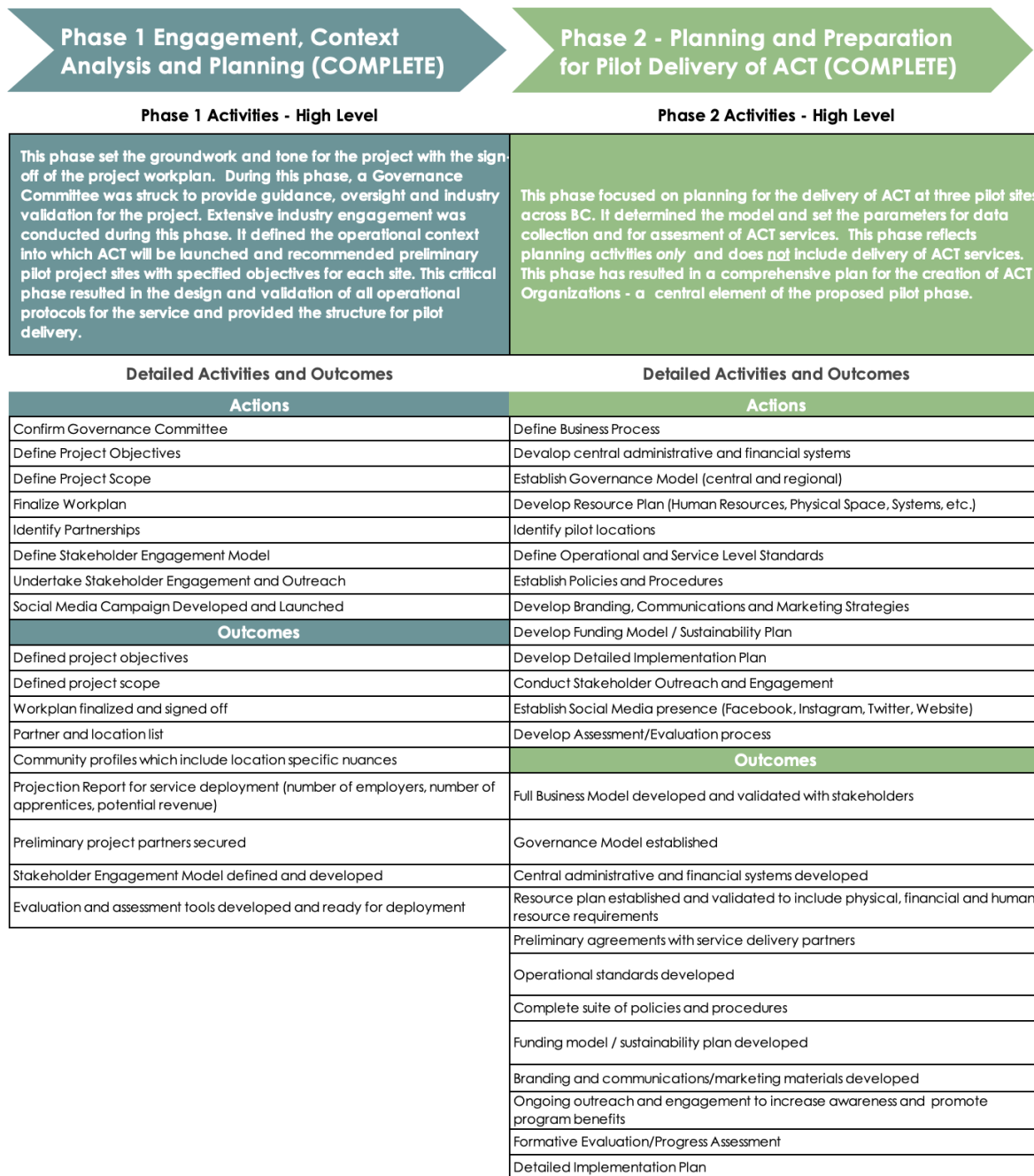
*“BCCA can support the ACT’s successful program delivery through a “champion” role with connections to our existing network across the province when it complements, not duplicates, services.”*

Chris Atchison, BC Construction Association

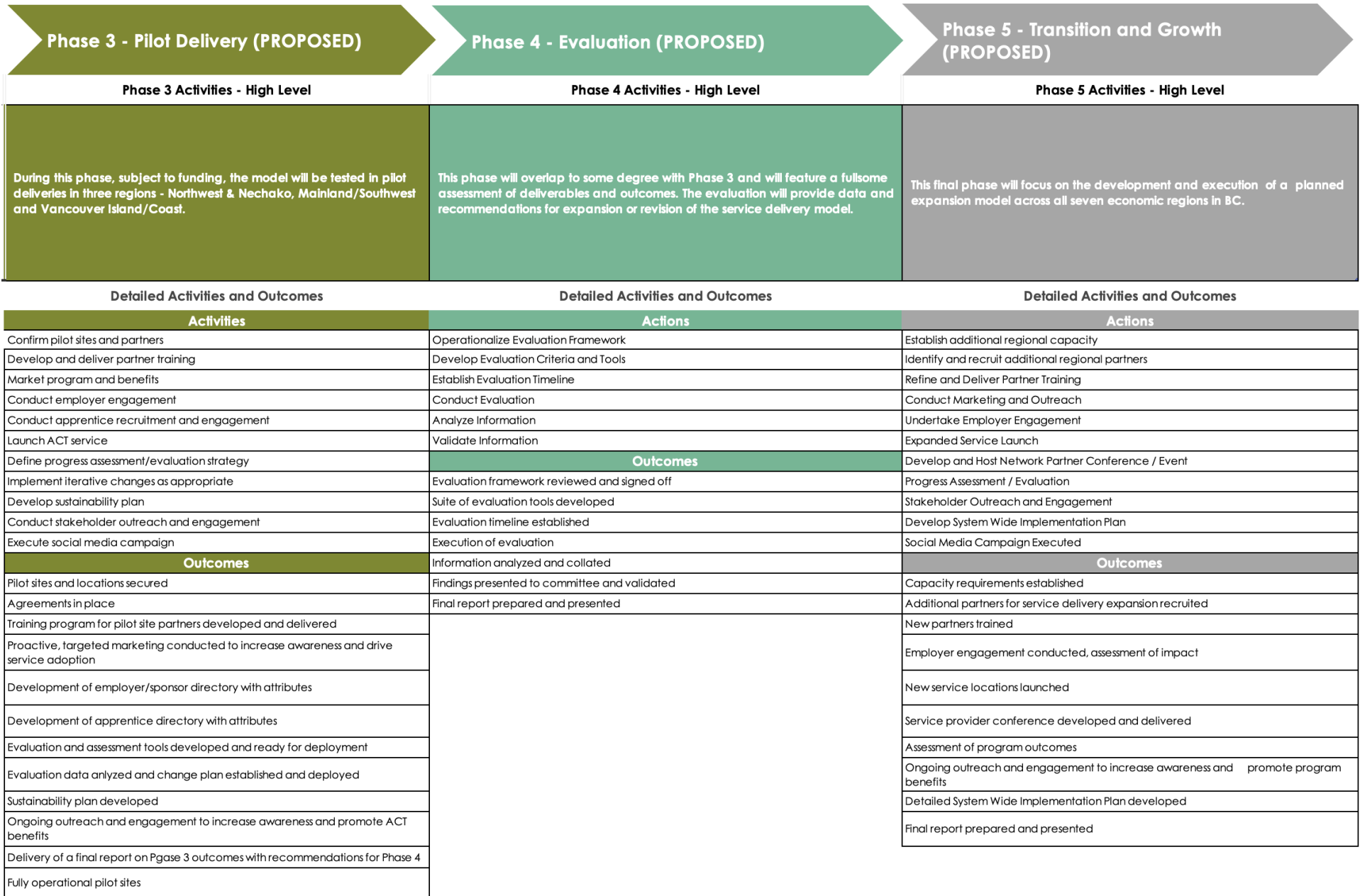
# ACT High-Level Implementation Framework

The graphic (right) describes the first two phases of a five-phase implementation framework on which the strategy in this document is built. Phase 1 activities is complete.

Acceptance of the Implementation Strategy in this report concludes Phase 2. Phases 3 through 5 are described on the next page. Phase 3 will begin once funding and approval has been received for the Pilot Delivery. Phase 4 will commence during the pilot. Phase 5 will see the transition from pilot to autonomous state.

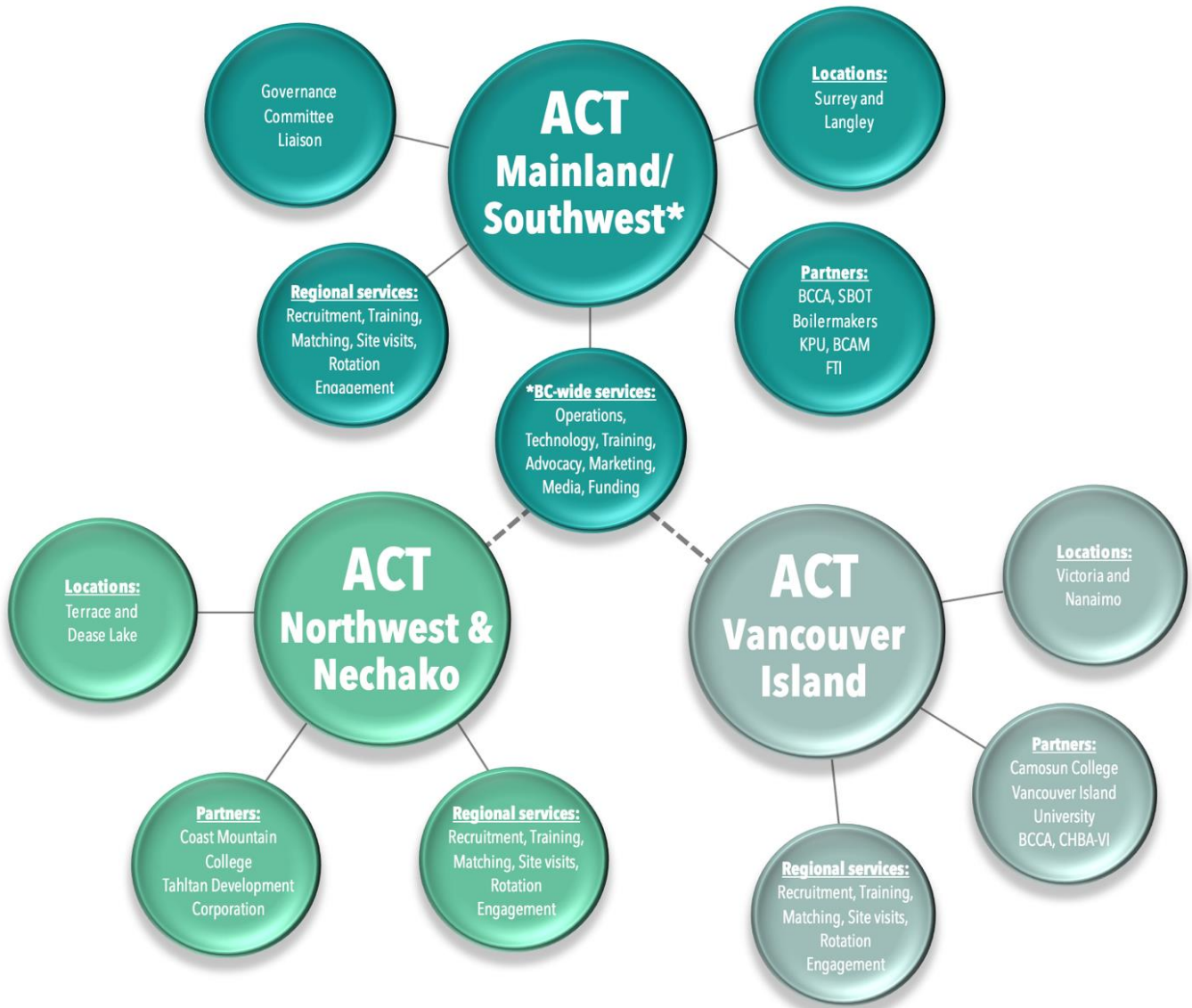






# ACT Implementation at-a-Glance

This graphic depicts the key elements of the pilot phase derived from the implementation framework.



*“It is important for our economy, within manufacturing and beyond, that trades careers be seen in a more positive light for youth, family members and key influencers. It is also important that organization fill the gaps and mitigate the risks perceived by employers.”*

Marcus Ewart-Johns, BC Alliance for Manufacturing

## ACT Challenges and Mitigation Strategies

ACT's approach to risk assessment and mitigation is to examine and plan for five key elements:

1. **Event:** What could happen?
2. **Probability:** How likely is it to happen?
3. **Impact:** How bad will it be if it happens?
4. **Mitigation:** How can we reduce the probability (and by how much)?
5. **Contingency:** How can we reduce the impact (and by how much)?

Region-specific challenges and mitigation strategies are included in the regional operation descriptions.

Potential Concerns	How ACT Mitigates Concerns
Inconsistent wages	<ul style="list-style-type: none"> <li>• ACT Organizations mitigate this by applying wage rates for workers employed by the employer providing work experience. This is negotiated and confirmed with each employer.</li> </ul>
Concerns from employers over fees for this service	<ul style="list-style-type: none"> <li>• Fee provides full support of apprentice and removes the workload from employers, offsetting administrative costs they already assume and pay for</li> <li>• Fee for service is simply cost recovery</li> <li>• Fee ensures continuity of apprenticeship systems and development of 21st century labour force</li> <li>• Concerns mitigated through proactive employer education and outreach</li> </ul>
Apprentice or employer requests early termination	<ul style="list-style-type: none"> <li>• Apprentices sign a contract with the ACT Organization to stay with an employer for a specified duration. Contract provisions will allow for early termination.</li> </ul>
ACT would not be supported by the unions and their collective agreements	<ul style="list-style-type: none"> <li>• Proactive engagement of unions in development of ACT Strategy and as potential pilot partners will demonstrate benefits of and opportunities with model to unions</li> <li>• Key BC labour organizations, including union locals, participated in the stakeholder outreach sessions and provided input</li> <li>• Several labour organizations have expressed interest in participating</li> </ul>
If employers are not able to find apprentices to work, how will the ACT organizations find apprentices?	<ul style="list-style-type: none"> <li>• ACT Organizations will have greater access to apprentices because of their network to schools, training providers and other organizations</li> <li>• ACT Organizations will have a critical mass of apprentices that an individual employer will not have</li> <li>• ACT Organizations will have access to apprentices in other regions</li> </ul>
Participation rates lower or higher than the projected 30 per location per year	<ul style="list-style-type: none"> <li>• Estimates for participation rates are conservative but if lower numbers are seen, slight adjustments may be required to repurpose resources.</li> <li>• Participation in excess of estimates will reduce the funding required.</li> </ul>
Employers might be less loyal to apprentices that transfer to other employers throughout their apprenticeship	<ul style="list-style-type: none"> <li>• Employer loyalty correlates with satisfaction with the apprentice, not the duration of the term</li> </ul>
Possibility of inconsistent work for apprentices	<ul style="list-style-type: none"> <li>• ACT Organizations will endeavour to ensure uninterrupted employment for apprentices. In the event of a gap in employment, the ACT Organization will assist the apprentice with EI claims while continuing to find a suitable employer.</li> <li>• Apprentices can be placed with different employers based on need and business cycle</li> </ul>

# Resource Plan and Budget by Region

In this section, the resource plan for each region is described in sufficient detail to establish a clear picture of how ACT will be managed through the Pilot phase. Each region is unique in terms of its labour market, its geography, demographics and population distribution. There are, however, similarities and commonalities that apply equally in each region. What we know:

- **Multiple partners and sources** of funding are required during pilot phase
- **Centralized** supports provided during pilot
- At conclusion of pilot, ACT organizations will be ‘**autonomous**’ operations
- Model is tailored to unique **regional needs**

Industry believes that government funding will be necessary to establish ACT and to undertake the activities outlined in this Implementation Plan. Beyond the pilot project stage, which includes three pilot project sites operating for three years, government funding will not be required for ongoing operation. Financial sustainability will be achieved through an annual operating fund generated by administrative fees paid by employers.

### Potential Pilot Funding Sources

Group	Subgroup	Financial	In Kind
Government	<b>Provincial:</b> Ministry of Advanced Education and Skills Training Ministry of Social Development and Poverty Reduction BC Oil and Gas Commission <b>Federal:</b> Economic and Social Development Canada Indigenous and Northern Affairs Canada Immigration, Refugees and Citizenship Canada Western Economic Diversification Canada (or the proposed new Pacific Agency)	X	
Economic Development Agencies	Business Development Canada	X	
Industry Associations / Labour Organizations	<ul style="list-style-type: none"> <li>• BC Construction Association</li> <li>• Construction Foundation of BC</li> <li>• BC Chamber of Commerce</li> <li>• Canadian Manufacturers and Exporters</li> <li>• Roofing Contractors Association of BC</li> <li>• New Car Dealers Association of BC</li> <li>• BC Construction Labour Relations Association</li> <li>• BC Alliance for Manufacturing</li> </ul>	X	X

# Mainland Southwest Region ACT Organization

The most significant way in which the three pilot locations differ is that the Mainland Southwest regional ACT organization will manage some critical functions provincially. It is expected that the Mainland/ Southwest ACT Organization will be established first and begin operating in advance of the other two locations. This staggered launch will allow any ‘bugs’ to be identified and corrected before a broader launch.



## Organizations interested in participating in the Pilot

- Surrey Board of Trade/Greater Langley Chamber of Commerce
- BC Construction Association
- BC Alliance for Manufacturing
- Kwantlen Polytechnic University/University of the Fraser Valley/BCIT
- Finishing Trades Institute
- Boilermakers Union

## Physical Resource Requirements

It is anticipated that this ACT Organization may be physically co-located with one of the organizations named above, however, this may not be possible given the uncertainty of future COVID-19 orders, guidelines and future economic conditions. The projected budget includes rough estimated costs for physical space which, at a minimum, will include:

- Dedicated office equipped with typical furnishings and equipment
- Access to private meeting space
- Access to washroom facilities
- Record and equipment storage
- Security/alarm monitoring
- Nearby parking and public transit
- Appropriate signage
- On campus space for field officers at KPU and UFV

## Systems Requirements in this Region



This operation will require standard computer hardware and software along with a reliable internet connection. Telecommunication will be conducted using mobile devices, supplemented with landline shared with the ACT organization. Specialized software for HRIS and CRM as well as for tracking and recording of apprentice hours and skills exposure/experience will also be required. Standard accounting practices will be followed. Specifics will be finalized prior to the start of Pilot delivery. Note: SkillSource met with the Canadian Apprenticeship Forum to discuss the possibility of piloting the

Vametric Valid-8 tool as part of the ACT Pilot. This would enable ACT apprentices to have free access to this new tool which allows them to document their on-the-job achievements online. This tool will allow employers and field service representatives to clearly see what competencies have been achieved and they will be able to easily identify skills strengths and gaps. Apprentices will be able to post videos showing themselves completing tasks, allowing their Journey person supervisor to 'sign off'. The video feature is also a great venue for apprentices to share their perspectives about their experience with on-the-job training.

In addition to Valid-8, SkillSource previewed a powerful CRM software designed specifically for recruitment agencies. Mindscope is a Canadian company that offers a flexible and customizable web-based Applicant Tracking System (ATS) and Client Relationship Management (CRM). The system allows users to access the information from anywhere and users are able to create rules-based workflows to ensure that all qualifying steps have been completed before a candidate moves forward in the job pipeline. Apprentices enter their timesheet information via their smartphones for approval by their supervisors. Field service officers will be able to easily track client communication history and easily convert opportunities to job orders. Each regional ACT organization will be able to access apprentice information for all three regions - which could help promote apprentice mobility across regions.

### **Human Resource Requirements in the Mainland/Southwest ACT Organization**

- 1 FTE Manager in each year
- .75 FTE Financial/Administrative Coordinator in first year
- 1 FTE Financial/Administrative Coordinator in years 2, 3, 4 and ongoing
- .5 FTE Field Case Officer in year 1
- 2 FTE Field Case Officer in years 2, 3, 4 and ongoing
- .75 FTE Centralized Services Administrator in year 1
- 1 FTE Centralized Services Administrator in years 2, 3, 4 and ongoing
- .5 FTE P/T Administrative Assistant in year 4 and ongoing to handle reduced workload previously performed by Centralized Services Administrator

### **Standards, Policies, and Procedures for this Region**

A set of standardized operational policies and procedures has been developed. See Appendix B.

### **Governance Model for this Region**

The ACT Governance model ensures consistency, compliance, responsiveness and sustainability. The Governance Committee will meet regularly – likely monthly during the early stages of pilot delivery and on a less frequent basis once the operation has stabilized. Terms of reference will be developed. This committee will work with and potentially share membership with the new not-for-profit entity in Surrey. This new entity will administer a mix of centralized functions in support of all three pilot locations to maintain a high level of consistency in service delivery during the pilot. The Governance Committee will:

1. Serve as the industry oversight committee required by many potential funders and ensure all attendant obligations and responsibilities of funders are met.

2. Serve as the key linking and accountability mechanism to ensure that the ACT initiative in the region meets and reflects industry priorities and requirements.
3. Have representation from relevant organizations involved with apprenticeships in the region.

### **Business Model for this Region**

The Mainland/Southwest region ACT Organization will be responsible for managing the centralized services described in the high level business model. In addition, this region will engage with government(s), industry and communities to varying degrees to promote the mandate of ACT and respond to regional nuances/requirements at a local level. This diversity and variance in contact is, in itself, a strong feature of ACT Organizations. The regional Act Organization will:

- have a local network and intimate knowledge of their region's needs, aspirations and challenges.
- adhere to high standards for service delivery
- be well positioned to capture LMI data for policy development
- be responsive, in real time, to market changes and adapt as necessary
- engage with individuals including youth, people with diverse abilities, Indigenous people and equity seeking and underrepresented groups in their efforts to secure trade qualifications

The ACT Organization will liaise with local secondary and post-secondary schools to promote ACT to interested participants. At the post-secondary level, ACT Organizations will work closely with trades training providers (colleges, unions, ISETs, etc.) to recruit ACT apprentices as they complete pre-apprenticeship and Foundation level (or higher) training. It is anticipated that Kwantlen Polytechnic University and University of the Fraser Valley will provide space for the ACT field services officer to offer services on campus. At the secondary school level, the ACT Organization will work with career counsellors and others engaged with work experience placements for students.

Recruiting and assessing apprentices will allow ACT Organizations to ensure that participants have the best chance for success. ACT's assessment process begins with a brief review of all the applications. ACT Organizations will recruit apprentices through foundation programs, trades training organizations, high schools, social media, etc. Apprentices wishing to participate in the ACT model will complete a standard application form. Information collected will be used to help match apprentices with employers.

ACT Organizations will provide guidance and referral to help address gaps in knowledge or skills. This is a core service of ACT Organizations and will be managed at the regional level during the Pilot phase and after the transition to autonomous state.

#### **Providing Front-End Training**

The ACT Organization, with assistance from regional service providers and/or third party trainers (TBD), will deliver basic safety and job readiness skills training geared to the needs of both the apprentice and employer (e.g., for first aid, fall protection, Transportation of Dangerous Goods, H<sub>2</sub>S Alive, communications, problem solving, teamwork and other third party certifications as desired). The recruitment/assessment process will involve an analysis of any missing skills or knowledge gaps that can be addressed to help ensure the success of the apprentice in the workplace. It is expected that some apprentices may require PPE and/or basic tools prior to starting their placement.

### Placing Apprentices with Employers

The ACT Organization recruits, builds and maintains a list of active employers and matches apprentices to available positions, ensuring that the work term and conditions are a 'fit' for both the employer and the apprentice, thereby assuring scope of trade is attained. The ACT Organization will determine what the employer's needs are, (e.g., a second-year electrical apprentice) and identify appropriate ACT-sponsored apprentices. In some cases, it may be appropriate for the Act Organization to arrange an interview process between the employer and the apprentice to ensure a good match.

Once an agreement has been reached, the ACT Organization will execute formal contracts with both parties i.e., employer and apprentice. In situations where the employer or apprentice wish to terminate the agreement early, the ACT Organization will work with the employer to find another suitable candidate and will also work with the apprentice to find a new employer. This is a core ACT service and will be managed at the regional level during the pilot phase and after transition to autonomous state.

### Conducting Worksite Visitations

ACT Organization staff will make scheduled workplace visits with apprentices and their employers to ensure that the terms of the apprenticeship are being adhered to and that the work environment and working conditions are safe. In addition, at the request of either the employer or apprentice, unscheduled visits or site meetings may be arranged.

### Apprentice Rotation where Required

One of the key benefits of the ACT model is the opportunity it offers for rotation of apprentices among employers. It is anticipated that this will translate to a series of short-term employer contracts resulting in apprentices' increased exposure to a mix of employers and work environments. This rotation is individualized and tailored to the needs of the employer and apprentice alike. One of the expected benefits of this approach is the likelihood that apprentices will be exposed to elements of their chosen trade that would not have been possible through a single employer. The expected result is a more complete and broader 'scope of trade' experience for the apprentice. Opportunities for cross-regional work experience will be made available as well.

### Compliance with ITA Sponsorship Requirements

The ACT Organization will comply with prevailing ITA Operations Policies. As the sponsor for all three regions during the pilot phase\*, the Mainland/Southwest ACT Organization will:

- Pay the apprentice's wages and benefits in all three regions
- Ensure that apprentices in all three regions are directly supervised by a journey person related to the trade at the work site
- Allow apprentices in all three regions to be released annually to attend technical training
- Handle the administrative management duties for each apprentice in all three regions. This includes reporting work-based training hours quarterly during a year, maintains regular discussions with the apprentice to support the training process within the scope of trade. Where intervention is required a training plan should be used to enhance the work site learning process for the apprentice.

\*NOTE: Once the pilot phase is complete, each regional ACT Organization will operate as a separate sponsor. The Mainland/Southwest ACT Organization will continue to sponsor apprentices in the Mainland/Southwest region. ACT apprentice sponsorship agreements in the other two regions will be



terminated and new agreements will be put in place without interruption or impact on the apprentices' workplace. This will be strictly an administrative change.

### Challenges and Mitigation Strategies

In addition to the province-wide list of potential challenges and mitigation strategies, the table below identifies some potential issues particular to the Mainland/Southwest Region.

Potential Concerns	How ACT Mitigates Concerns
Highest concentration of COVID-19 cases in BC	<ul style="list-style-type: none"> <li>• Exceed minimum standards for COVID-19 precautions in all face-to-face interactions with apprentices and employers</li> <li>• Conduct meetings virtually where possible</li> <li>• Encourage remote work for ACT staff where practical</li> </ul>
Transportation challenges for apprentices	<ul style="list-style-type: none"> <li>• Consider need for - and access to - public transit when matching apprentices with employers – particularly in industries where shiftwork is required</li> </ul>
Higher than anticipated interest from employers and/or apprentices due to concentration of population/business in the region.	<ul style="list-style-type: none"> <li>• Be poised to expand operations to accommodate additional demand as required. Flexibility and fluidity during the pilot phase will be essential to ensure that all interested apprentices and employers are served</li> </ul>

*“ACT can provide much-needed support to BC's youth who need to complete apprenticeship programs and develop the skills they need for future employment.”*

Elaine Allan, Skills Canada - BC

### Budget for this Region (Including Centralized Functions)

Revenues and expenses related to province-wide administration of ACT services such as payroll and benefit administration for all ACT apprentices will flow through the Mainland Southwest budget.

Mainland/Southwest Region	Year 1	Year 2	Year 3	Total Yr 1-3	Year 4
<b>REVENUES</b>					
ACT Service Revenue - wages only (See note below for assumption)	618,900	2,310,528	3,663,792	6,593,220	5,181,792
ACT Service Revenue - admin only (See note below for assumption)	24,750	184,800	351,648	561,198	621,720
Pilot Funding - Funder TBD	455,250	425,200	300,352	1,180,802	0
<b>Total Revenue</b>	<b>1,098,900</b>	<b>2,920,528</b>	<b>4,315,792</b>	<b>8,335,220</b>	<b>5,803,512</b>
<b>EXPENDITURES</b>					
<b>Salaries &amp; Benefits</b>					
Manager	93,000	98,000	100,000	291,000	102,000
Financial/Admin Coordinator	50,000	70,000	75,000	195,000	76,500
Field Case Officer (s)	30,000	120,000	120,000	270,000	122,400
Centralized Services Manager	50,000	70,000	75,000	195,000	0
P/T Administrative Assistant*	0	0	0	0	38,250
Apprentice Salaries & Benefits	618,900	2,310,528	3,663,792	6,593,220	5,181,792
<b>Total Salaries &amp; Benefits</b>	<b>841,900</b>	<b>2,668,528</b>	<b>4,033,792</b>	<b>7,544,220</b>	<b>5,520,942</b>
<b>Operating Expenses**</b>					
Office Space	30,000	30,000	30,000	90,000	30,000
Office Supplies & General expenses BC wide	35,000	15,000	15,000	65,000	15,000
Telecommunications	3,000	3,000	3,000	9,000	3,000
Legal & Accounting BC wide	10,000	10,000	10,000	30,000	10,000
Insurance	15,000	15,000	15,000	45,000	15,000
Travel	15,000	25,000	40,000	80,000	40,000
Marketing & Promotion - BC wide	40,000	40,000	40,000	120,000	20,000
Youth Outreach - contracted services	15,000	35,000	50,000	100,000	50,000
Job readiness & training - contracted services	30,000	30,000	30,000	90,000	30,000
PPE/Tools	9,000	9,000	9,000	27,000	9,000
Recruiting/CRM/Payroll software BC Wide	25,000	25,000	25,000	75,000	15,000
Web Site Modification & Support BC wide	20,000	5,000	5,000	30,000	5,000
Contingency	10,000	10,000	10,000	30,000	10,000
<b>Total Operating Expenses</b>	<b>257,000</b>	<b>252,000</b>	<b>282,000</b>	<b>791,000</b>	<b>252,000</b>
<b>Total Expenditures</b>	<b>1,098,900</b>	<b>2,920,528</b>	<b>4,315,792</b>	<b>8,335,220</b>	<b>5,772,942</b>
<b>Deficit / Surplus</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30,570</b>

\*Centralized Services Manager position shifted to part time Admin. Ass't due to decentralization of services

\*\*may be offset by in-kind contributions - TBD

Note: Budget projections are based on the following assumptions

	Year 1	Year 2	Year 3	Year 4+
Number of Level 1 Apprentices @ \$20.63/hr (includes 25% MERCs)	30	30	30	30
Number of Level 2 Apprentices @ \$23.13/hr (includes 25% MERCs)	0	30	30	30
Number of Level 3 Apprentices @ \$25.63/hr (includes 25% MERCs)	0	0	30	30
Number of Level 4 Apprentices @ \$28.75/hr (includes 25% MERCs)	0	0	0	30
Hours worked per year (44 weeks @ 40/hrs/wk)				
Year 1 based on only 25 weeks as it will take a while for start up	1,000	1,760	1,760	1,760
Admin Fee Percentage	5%	10%	12%	15%

# North Coast and Nechako Region ACT Organization



## Organizations interested in participating in the Pilot

A newly-created not-for-profit society will be the ACT Organization in this region. Additional interested organizations include:

- Coast Mountain College
- Tahltan Central Government (TCG)
- Kitimaat Valley Education Society/Kitimat Valley Institute
- BC Oil and Gas Commission
- Terrace Chamber of Commerce

## Physical Resource Requirements in this Region

It is anticipated that the ACT Organization will require:

- Dedicated office equipped with typical furnishings and equipment
- Access to private meeting space
- Access to washroom facilities
- Record and equipment storage
- Security/alarm monitoring
- Nearby parking and public transit
- Appropriate signage
- Space for field officers in Terrace and in Dease Lake

## Systems Requirements in this Region



This regional operation will require standard computer hardware and software along with a reliable internet connection. Telecommunication will be conducted using mobile devices. Specialized software for HRIS and CRM as well as for tracking and recording of apprentice hours and skills exposure/experience will also be required. Specifics will be finalized prior to the start of Pilot delivery. Standard accounting practices will be followed. See the Systems section in the Mainland/Southwest description for more details on these specialized systems.

## Human Resource Requirements

- 1 FTE Manager in each year
- .75 FTE Financial/Admin Coordinator in first year
- 1 FTE Financial/Admin Coordinator in years 2, 3, 4 and ongoing
- 2 @ .5 FTE Field Case Officers in year 1
- 2 FTE Field Case Officers in year 2

- 2 FTE Field Case Officers in years 3, 4 and ongoing
- .5 FTE P/T Administrative Assistant to handle increased responsibilities after elimination of centralized service support from Mainland/Southwest region

### **Standards, Policies, and Procedures for this Region**

A set of standardized operational policies and procedures has been developed. See Appendix B. It is expected that certain standard policies and procedures will be supplemented or superseded by site-specific safety and security procedures, facility hours, parking, inclement weather closure procedures, etc.

### **Governance Model for this Region**

The ACT Governance model ensures consistency, compliance, responsiveness and sustainability. A Regional Governance Committee will be established. The committee will meet regularly – likely monthly during the early stages of pilot delivery and on a less frequent basis once the operation has stabilized. Terms of reference will be developed. The Regional Governance Committee will:

1. Serve as the industry oversight committee required by many potential funders and ensure all attendant obligations and responsibilities of funders are met.
2. Serve as the key linking and accountability mechanism to ensure that the ACT initiative in the region meets and reflects industry priorities and requirements.
3. Have representation from relevant organizations involved with apprenticeships in the region.

### **Business Model for this Region:**



As the ACT Organization in the North Coast/Nechako region, the new not-for profit will engage with government(s), industry and communities to varying degrees to promote the mandate of ACT and respond to regional nuances/requirements at a local level. This diversity and variance in contact is, in itself, a strong feature of ACT Organizations. The regional Act Organization will:

- have a local network and intimate knowledge of their region’s needs, aspirations and challenges.
- adhere to high standards for service delivery
- be well positioned to capture LMI data for policy development
- be responsive, in real time, to market changes and adapt as necessary
- engage with individuals including youth, people with diverse abilities, Indigenous people and equity seeking and underrepresented groups in their efforts to secure trade qualifications

Specifically, the new not-for-profit will be responsible, at a local level, for the following services:

#### Recruiting and Assessing Apprentices

The ACT Organization will liaise with local secondary and post-secondary schools to promote ACT to interested participants. At the post-secondary level, the ACT Organization will work closely with trades training providers (other colleges, unions, ISETs, etc.) to recruit ACT apprentices as they complete pre-apprenticeship and Foundation level (or higher) training. Subject to further discussion and agreement, the Tahltan Central Government (TCG) may be contracted to offer services to local apprentices and

employers in Dease Lake. This operation would be a benefit to local Indigenous participants. Early meaningful engagement with the Tahltan Nation is a requirement for any projects in Tahltan territory. SkillSource has had conversations with TCG to discuss the project and the potential role of Tahltan in the rollout of ACT. Note that TCG signed a MOU with ITA in January 2021. The regional ACT Organization will ensure that no services are duplicated and, moreover, work with TCG and ITA to maximize the benefits of the ACT model for the Tahltan people. At the secondary school level, the ACT Organization will work with career counsellors and others engaged with work experience placements for students.

Recruiting and assessing apprentices will allow the ACT Organization to ensure that applicants have the best chance for success. ACT's assessment process begins with a brief review of all the applications. The ACT Organization will recruit apprentices through foundation programs, trades training organizations, high schools, social media, etc. Apprentices wishing to participate in the ACT model will complete a standard application form. Information collected will be used to help match apprentices with employers.

#### Providing Front-End Training

The ACT Organization, with assistance from regional service providers and/or third party trainers (TBD), will deliver basic safety and job readiness skills training geared to the needs of both the apprentice and employer (e.g., for first aid, fall protection, Transportation of Dangerous Goods, H<sub>2</sub>S Alive, communications, problem solving, teamwork and other third party certifications as desired). The recruitment/assessment process will involve an analysis of any missing skills or knowledge gaps that can be addressed to help ensure the success of the apprentice in the workplace. It is expected that some apprentices may require PPE and/or basic tools prior to starting their placement. The ACT Organization will cover the costs of required PPE and tools to ensure this is not a barrier to participation.

#### Placing Apprentices with Employers

The ACT Organization will recruit, build and maintain a list of active employers and will match apprentices to available positions, ensuring that the work term and conditions are a 'fit' for both the employer and the apprentice, thereby assuring scope of trade is attained. The Act Organization will determine what the employer's needs are, (e.g., a second-year electrical apprentice) and identify appropriate ACT-sponsored apprentices. In some cases, it may be appropriate for the ACT Organization to arrange an interview process between the employer and the apprentice to ensure a good match.

The Northwest and Nechako ACT Organization, in cooperation with the Mainland/Southwest ACT Organization (sponsor) will establish an agreement with both parties i.e., employer and apprentice that sets out the duration of the work term and the nature of the work that will be performed – including the scope of trade to be covered during the term. An ITA sponsorship agreement will be required and will adhere to ITA's requirements in place at the time. In situations where the employer or apprentice wish to terminate the work term early, the Northwest and Nechako ACT Organization in cooperation with the Mainland/Southwest ACT Organization will work with the employer to find another suitable candidate and will also work with the apprentice to find a new employer. This is a core ACT service and will be managed at the regional level during the pilot phase and after transition to autonomous state.

#### Conducting Worksite Visitations

Act Organization staff will make scheduled workplace visits with apprentices and their employers to ensure that the terms of the apprenticeship are being adhered to and that the work environment and working conditions are safe. In addition, at the request of either the employer or apprentice, unscheduled visits or site meetings may be arranged.

### Apprentice Rotation where Required

One of the key benefits of the ACT model is the opportunity it offers for rotation of apprentices among employers. It is anticipated that this will translate to a series of short-term employer contracts resulting in apprentices' increased exposure to a mix of employers and work environments. This rotation is individualized and tailored to the needs of the employer and apprentice alike. One of the expected benefits of this approach is the likelihood that apprentices will be exposed to elements of their chosen trade that would not have been possible through a single employer. The expected result is a more complete and broader 'scope of trade' experience for the apprentice. Opportunities for cross-regional work experience will be made available as well.

### Challenges and Mitigation Strategies

In addition to the province-wide list of potential challenges and mitigation strategies, the table below identifies some potential issues particular to the North Coast and Nechako Region.

Potential Concerns	How ACT Mitigates Concerns
Serving a rural and remote population	<ul style="list-style-type: none"> <li>The ACT Organization will work with employers and apprentices to identify and help respond to specific needs and regional challenges e.g., increased travel time and costs due to vast distances between communities, geographic concentration of employers, seasonal limitations on certain types of work, emphasis on resource sector occupations, etc.</li> <li>The ACT Organization will assist employers and apprentices to find and secure support from all available incentive programs and funding envelopes</li> </ul>
Meeting unique needs of Indigenous participants	<ul style="list-style-type: none"> <li>Collaborate with Tahltan Central Government and other Indigenous organizations in the region</li> <li>The ACT Organization will communicate and coordinate with TCG and the ITA to maximize the value of ACT services to the Tahltan in the context of the ITA/TCG MOU</li> <li>Work with employers to ensure awareness of and accommodation for critical scheduling needs of Indigenous participants i.e., the need to return to home communities for family and cultural obligations.</li> </ul>
Risk of over-emphasis on resource sector trades and employers	<ul style="list-style-type: none"> <li>Actively engage with and recruit employers across all industries to ensure balance</li> </ul>

## Budget for this Region

North Coast & Nechako Region	Year 1	Year 2	Year 3	Total Yr 1-3	Year 4
<b>REVENUES</b>					
ACT Service Revenue - wages only (See note below for assumption)	618,900	2,310,528	3,663,792	6,593,220	5,181,792
ACT Service Revenue - admin only (See note below for assumption)	24,750	184,800	351,648	561,198	621,720
Pilot Funding - Funder TBD	272,050	237,000	137,152	646,202	0
<b>Total Revenue</b>	<b>915,700</b>	<b>2,732,328</b>	<b>4,152,592</b>	<b>7,800,620</b>	<b>5,803,512</b>
<b>EXPENDITURES</b>					
<b>Salaries &amp; Benefits</b>					
Manager	93,000	98,000	100,000	291,000	102,000
Financial/Admin Coordinator	45,000	65,000	70,000	180,000	71,400
Field Case Officer (s)	30,000	60,000	60,000	150,000	61,200
Dease Lake Field Case Officer	30,000	60,000	60,000	150,000	61,200
P/T Administrative Assistant*					35,700
Apprentice Salaries & Benefits	618,900	2,310,528	3,663,792	6,593,220	5,181,792
<b>Total Salaries &amp; Benefits</b>	<b>816,900</b>	<b>2,593,528</b>	<b>3,953,792</b>	<b>7,364,220</b>	<b>5,513,292</b>
<b>Operating Expenses**</b>					
Office Space - reflects estimate from CMC	1,800	16,800	21,800	40,400	21,800
Office Supplies & General expenses	10,000	5,000	5,000	20,000	5,000
Telecommunications/Photocopier	3,000	3,000	3,000	9,000	3,000
Legal & Accounting	0	0	10,000	10,000	10,000
Insurance	0	0	15,000	15,000	15,000
Travel	15,000	25,000	40,000	80,000	40,000
Marketing & Promotion	5,000	5,000	5,000	15,000	10,000
Youth Outreach - contracted services	15,000	35,000	50,000	100,000	50,000
Job readiness & training- contracted services	30,000	30,000	30,000	90,000	30,000
PPE/Tools	9,000	9,000	9,000	27,000	9,000
Recruiting/CRM/Payroll software				0	15,000
Web Site Modification & Support				0	10,000
Contingency	10,000	10,000	10,000	30,000	10,000
<b>Total Operating Expenses</b>	<b>98,800</b>	<b>138,800</b>	<b>198,800</b>	<b>436,400</b>	<b>228,800</b>
<b>Total Expenditures</b>	<b>915,700</b>	<b>2,732,328</b>	<b>4,152,592</b>	<b>7,800,620</b>	<b>5,742,092</b>
<b>Deficit / Surplus</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>61,420</b>

\*added due to elimination of centralized services

\*\*may be offset by in-kind contributions - TBD

Note: Budget projections are based on the following assumptions

	Year 1	Year 2	Year 3	Year 4+
Number of Level 1 Apprentices @ \$20.63/hr (includes 25% MERCs)	30	30	30	30
Number of Level 2 Apprentices @ \$23.13/hr (includes 25% MERCs)	0	30	30	30
Number of Level 3 Apprentices @ \$25.63/hr (includes 25% MERCs)	0	0	30	30
Hours worked per year (44 weeks @ 40hrs/wk)				
Year 1 based on only 25 weeks as it will take a while for start up	1,000	1,760	1,760	1760
Admin Fee Percentage	5%	10%	12%	15%

# Vancouver Island/Coast Region ACT Organization

## Organizations interested in participating in the Pilot

BCCA will be the ACT Organization in this region. These organizations have agreed to participate.

- Camosun College
- Vancouver Island University
- Canadian Home Builders Association BC -Vancouver Island (CHBA-VI)

## Physical Resource Requirements in this Region

It is anticipated that BCCA's role as ACT Organization will utilize field offices at VIU and Camosun College which will include:

- Dedicated office equipped with typical furnishings equipment and file/storage space
- Access to private meeting space
- Access to washroom facilities
- Security/alarm monitoring
- Nearby parking and public transit
- Appropriate signage
- On campus space for field officers at VIU in Nanaimo and Camosun in Victoria

## Systems Requirements in this Region



This regional operation will require standard computer hardware and software along with a reliable internet connection. Telecommunication will be conducted using mobile devices, supplemented with landline shared with the BCCA. Specialized software for HRIS and CRM as well as for tracking and recording of apprentice hours and skills exposure/experience will also be required. Specifics will be finalized prior to the start of Pilot delivery. See the Systems section in the Mainland/Southwest description for more details on these specialized systems. Standard accounting practices will be followed.

## Human Resource Requirements in the Vancouver Island/Coast ACT Organization

- 1 FTE Manager in each year
- .75 FTE Financial/Administrative Coordinator in first year
- 1 FTE Financial/Administrative Coordinator in years 2, 3, 4 and ongoing
- 2 @ .5 FTE Field Case Officers in year 1
- 2 FTE Field Case Officers in year 2
- 2 FTE Field Case Officers in year 3, 4 and ongoing
- .5 FTE P/T Administrative Assistant to handle increased responsibilities after elimination of centralized service support from Mainland/Southwest region





## Standards, Policies, and Procedures for this Region

A set of standardized operational policies and procedures has been developed. See Appendix B. It is expected that certain standard policies and procedures will be supplemented or superseded by those in place at the field offices, e.g. site-specific safety and security procedures, facility hours, parking, inclement weather closure procedures, etc.

## Governance Model for this Region

The ACT Governance model ensures consistency, compliance, responsiveness and sustainability. A Regional Governance Committee will be established. The committee will meet regularly – likely monthly during the early stages of pilot delivery and on a less frequent basis once the operation has stabilized. Terms of reference will be developed. The Regional Governance Committee will:

1. Serve as the industry oversight committee required by many potential funders and ensure all attendant obligations and responsibilities of funders are met.
2. Serve as the key linking and accountability mechanism to ensure that the ACT initiative in the region meets and reflects industry priorities and requirements.
3. Have representation from relevant organizations involved with apprenticeships in the region.

## Business Model for this Region



As the ACT Organization on Vancouver Island, BCCA will engage with government(s), industry and communities to varying degrees to promote the mandate of ACT and respond to regional nuances/requirements at a local level. This diversity and variance in contact is, in itself, a strong feature of ACT Organizations. As a regional ACT Organization, the BCCA will:

- have a local network and intimate knowledge of their region’s needs, aspirations and challenges.
- adhere to high standards for service delivery
- be well positioned to capture LMI data for policy development
- be responsive, in real time, to market changes and adapt as necessary
- engage with individuals including youth, people with diverse abilities, Indigenous people and equity seeking and underrepresented groups in their efforts to secure trade qualifications

Specifically, the BCCA will be responsible, at a local level, for the following services:

### Recruiting and Assessing Apprentices

The BCCA will liaise with local secondary and post-secondary schools to promote ACT to interested participants. At the post-secondary level, the BCCA will work closely with trades training providers (colleges, unions, ISETs, etc.) to recruit ACT apprentices as they complete pre-apprenticeship and Foundation level (or higher) training. As the ACT Organization, the BCCA will offer ACT services on campus at Vancouver Island University in Nanaimo and Camosun College in Victoria. At the secondary school level, the BCCA will work with career counsellors and others engaged with work experience placements for students.

Recruiting and assessing apprentices will allow ACT Organizations to ensure that applicants have the best chance for success. ACT's assessment process begins with a brief review of all the applications. As an ACT Organization, the BCCA will recruit apprentices through foundation programs, trades training organizations, high schools, social media, etc. Apprentices wishing to participate in the ACT model will complete a standard application form. Information collected will be used to help match apprentices with employers.

#### Providing Front-End Training

As an ACT Organization, the BCCA, with assistance from regional service providers (which may include specialized third party trainers to be determined), will deliver basic safety and job readiness skills training geared to the needs of both the apprentice and employer (e.g., for first aid, fall protection, Transportation of Dangerous Goods, H<sub>2</sub>S Alive, communications, problem solving, teamwork and other third party certifications as desired). The recruitment/assessment process will involve an analysis of any missing skills or knowledge gaps that can be addressed to help ensure the success of the apprentice in the workplace. It is expected that some apprentices may require PPE and/or basic tools prior to starting their placement. The BCCA will cover the costs of required PPE and tools to ensure this is not a barrier to participation.

#### Placing Apprentices with Employers

As an ACT Organization, the BCCA will recruit, build and maintain a list of active employers and matches apprentices to available positions, ensuring that the work term and conditions are a 'fit' for both the employer and the apprentice, thereby assuring scope of trade is attained. The BCCA will determine what the employer's needs are, (e.g., a second-year electrical apprentice) and identify appropriate ACT-sponsored apprentices. In some cases, it may be appropriate for the BCCA to arrange an interview process between the employer and the apprentice to ensure a good match.

Once an agreement has been reached, the BCCA will execute formal contracts with both parties i.e., employer and apprentice in cooperation with the Mainland/Southwest ACT Organization (sponsor). In situations where the employer or apprentice wish to terminate the agreement early, the BCCA will work with the the Mainland/Southwest ACT Organization and the employer to find another suitable candidate and will also work with the apprentice to find a new employer. This is a core ACT service and will be managed at the regional level during the pilot phase and after transition to autonomous state.

#### Conducting Worksite Visitations

BCCA staff will make scheduled workplace visits with apprentices and their employers to ensure that the terms of the apprenticeship are being adhered to and that the work environment and working conditions are safe. In addition, at the request of either the employer or apprentice, unscheduled visits or site meetings may be arranged.

#### Apprentice Rotation where Required

One of the key benefits of the ACT model is the opportunity it offers for rotation of apprentices among employers. It is anticipated that this will translate to a series of short-term employer contracts resulting in apprentices' increased exposure to a mix of employers and work environments. This rotation is individualized and tailored to the needs of the employer and apprentice alike. One of the expected benefits of this approach is the likelihood that apprentices will be exposed to elements of their chosen trade that would not have been possible through a single employer. The expected result is a more

complete and broader ‘scope of trade’ experience for the apprentice. Opportunities for cross-regional work experience will be made available as well.

### Challenges and Mitigation Strategies

In addition to the province-wide list of potential challenges and mitigation strategies, the table below identifies some potential issues particular to the Vancouver Island/Coast Region.

Potential Concerns	How ACT Mitigates Concerns
Perception of being a ‘college’ initiative	<ul style="list-style-type: none"> <li>• By being physically located on two island college campuses, there is potential for ACT to be perceived as a college initiative.</li> <li>• While this may not be a significant concern, the BCCA will ensure that marketing, promotion and messaging are clear and consistent – assuring participants that ACT is not aligned with or limited to any particular institution</li> </ul>
Possible appearance of construction sector bias given role of BCCA and CHBA-VI	<ul style="list-style-type: none"> <li>• BCCA and CHBA-VI are construction-focused organizations which may give apprentices and employers the impression that ACT is designed as a construction or residential construction industry initiative. BCCA, in its capacity as the ACT Organization, will ensure that a broad mix of trades and industries are engaged in ACT model – not strictly construction</li> </ul>
Potential of project to appear to favour participants from the mid and south Island	<ul style="list-style-type: none"> <li>• Camosun and VIU have been identified as physical locations for ACT services which may have the unintended effect of isolating North Island College participants and north island employers.</li> <li>• Active engagement with North Island College and employers to ensure all interested north island apprentices and employers are supported equally.</li> </ul>

**Budget for this Region:**

Vancouver Island Region	Year 1	Year 2	Year 3	Total Yr 1-3	Year 4
<b>REVENUES</b>					
ACT Service Revenue - wages only (See note below for assumption)	618,900	2,310,528	3,663,792	6,593,220	5,181,792
ACT Service Revenue - admin only (See note below for assumption)	24,750	184,800	351,648	561,198	621,720
Pilot Funding - Funder TBD	285,250	235,200	140,352	660,802	0
<b>Total Revenue</b>	<b>928,900</b>	<b>2,730,528</b>	<b>4,155,792</b>	<b>7,815,220</b>	<b>5,803,512</b>
<b>EXPENDITURES</b>					
<b>Salaries &amp; Benefits</b>					
Manager	93,000	98,000	100,000	291,000	102,000
Financial/Admin Coordinator	45,000	65,000	70,000	180,000	71,400
Field Case Officer (s)	60,000	120,000	120,000	300,000	122,400
P/T Administrative Assistant*					35,700
Apprentice Salaries & Benefits	618,900	2,310,528	3,663,792	6,593,220	5,181,792
<b>Total Salaries &amp; Benefits</b>	<b>816,900</b>	<b>2,593,528</b>	<b>3,953,792</b>	<b>7,364,220</b>	<b>5,513,292</b>
<b>Operating Expenses**</b>					
Office Space - reflects estimate from BCCA	15,000	15,000	15,000	45,000	15,000
Office Supplies & General expenses	10,000	5,000	5,000	20,000	5,000
Telecommunications	3,000	3,000	3,000	9,000	3,000
Legal & Accounting	0	0	10,000	10,000	10,000
Insurance	0	0	15,000	15,000	15,000
Travel	15,000	25,000	40,000	80,000	40,000
Marketing & Promotion	5,000	5,000	5,000	15,000	10,000
Youth Outreach - contracted services	15,000	35,000	50,000	100,000	50,000
Job readiness & training- contracted services	30,000	30,000	30,000	90,000	30,000
PPE/Tools	9,000	9,000	9,000	27,000	9,000
Recruiting/CRM/Payroll software				0	15,000
Web Site Modification & Support	0	0	10,000	10,000	10,000
Contingency	10,000	10,000	10,000	30,000	10,000
<b>Total Operating Expenses</b>	<b>112,000</b>	<b>137,000</b>	<b>202,000</b>	<b>451,000</b>	<b>222,000</b>
<b>Total Expenditures</b>	<b>928,900</b>	<b>2,730,528</b>	<b>4,155,792</b>	<b>7,815,220</b>	<b>5,735,292</b>
<b>Deficit / Surplus</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>68,220</b>

\*added due to elimination of centralized services

\*\*may be offset by in-kind contributions - TBD

Note: Budget projections are based on the following assumptions

	Year 1	Year 2	Year 3	Year 4+
Number of Level 1 Apprentices @ \$20.63/hr (includes 25% MERCs)	30	30	30	30
Number of Level 2 Apprentices @ \$23.13/hr (includes 25% MERCs)	0	30	30	30
Number of Level 3 Apprentices @ \$25.63/hr (includes 25% MERCs)	0	0	30	30
Hours worked per year (44 weeks @ 40/hrs/wk)				
Year 1 based on only 25 weeks as it will take a while for start up	1,000	1,760	1,760	1760
Admin Fee Percentage	5%	10%	12%	15%

# Section 3 - Evaluation Framework

## Highlights of the Evaluation Framework

- Formative and summative evaluations – conducted throughout the pilot and reported annually with final report/ recommendations at the conclusion of the pilot phase
- Multiple data collection points and mechanisms including stakeholder feedback and operational metrics (e.g., numbers of employers and apprentices engaged)
- First year benchmarking
- Output checklist for each location
- Timeline/checklist aligned with outcomes
- Financial audits conducted annually



### Project Evaluation

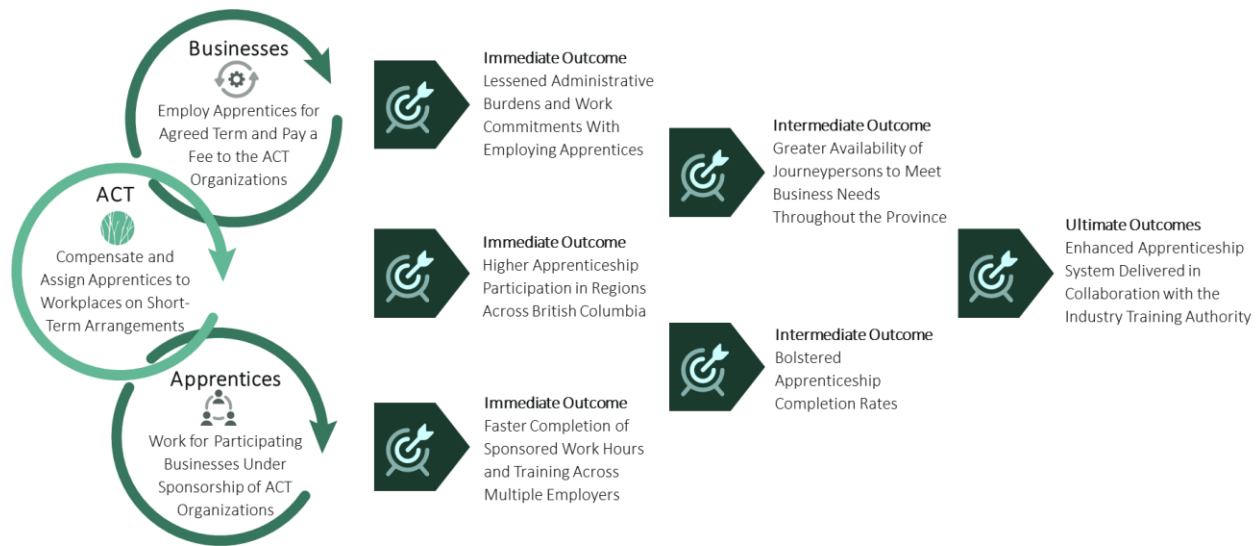
Our approach to evaluation will begin with the preparation of a plan that provides:

- A logic model illustrating the activities undertaken by the regional ACT organizations, the relationships with participating businesses and apprentices, and the intended outcomes to be realized from the perspectives of the apprentices, business participants, and ACT.
- An overview of the areas of focus along with questions that will guide the evaluation of the pilot, with consideration of the extent to which business and apprentice needs are being met, delivery of the pilot through the regional ACT organizations, effectiveness in fulfilling the intended outcomes as well as unintended impacts, and sustainability of the model together with the rationale for expansion across other areas of the province.
- A portfolio of measures that can be tracked to gauge progress and early results of the pilot.

Annually, and in accordance with the approved plan, the results from ongoing tracking of the performance measures will be combined with a survey of participating and non-participating employers, a survey of participating and non-participating apprentices, administrative data on outcomes/progress of participating and non-participating apprentices, and structured interviews with the ACT organizations and partners including the ITA and the Province of BC.

The findings will then be analyzed using statistical and other descriptive techniques with qualitative information being themed using NVIVO, a research software tool. We will then synthesize the results and align them to the guiding questions for the evaluation, integrating all this work into a report. Questions will gauge the extent to which business and apprentice needs are being met, the effectiveness of the delivery of the pilot through the regional ACT organizations, the effectiveness of the ACT model in fulfilling the intended outcomes as well as any unintended impacts, and the sustainability of the model.

An illustration of how the logic model will be constructed for the pilot and during this planning phase is provided next page.



## Additional Anticipated Outcomes

- Increased employer capacity to attract, recruit, onboard and retain apprentices
- Increased dialogue, connections and collaboration among employers and labour force groups
- Increased employers and apprentice awareness and understanding of relevant education and training programs and how to access them
- Increased linkages, coordination and collaboration among employers organizations and apprentices
- Increase in number of employers served
- Increase in number of apprentices served
- Number of employers and apprentices in Pilot locations who have a clear sense of available apprenticeship programs
- Increased employer awareness of the importance of and resources for, attracting, recruiting and training apprentices
- Efficient use of pilot funding
- The ACT model provides a central point of contact for apprentices and employers, leading to efficient matching of employers with apprentices, enabling effective labour market and workforce planning
- More employers will be prepared and able to respond to apprenticeship opportunities
- Increased numbers of apprentices in apprenticeship programs
- Lower age of apprenticeship start, therefore earlier entry into workforce and careers
- Complement ITA's dedicated completions department by improving completion rates and growing the number of apprentices and participating employers

*"We are committed to this endeavor and offer our full support, expertise, network and resources to ensure the success of this pilot project. The Surrey Board of Trade is also intent on being the host organization for the region as this project moves forward."*

Anita Huberman. Surrey Board of Trade

# Key Performance Indicators

- **KPI 1 - Increased employers, apprentice and stakeholder awareness and understanding of regional ACT services and how to access them.** By the end of the 3-year pilot, we expect to see an increase in awareness of knowledge of ACT and its services. In year one we will establish the baseline of knowledge and awareness, in year 2 we will drive awareness through outreach activities and set increase goals which we will measure in year 3.
- **KPI 2 – Increased number of apprentices served.** This KPI will include information about program commencement and completion, as well as demographic information about apprentices. By the end of the 3-year pilot, we expect to see an increase in the number of apprentices registered and completing their apprenticeship training under the ACT model. Year over year we will measure the number and level of apprentices registered with ACT and will report out on the number and type of apprentices registered with ACT in the third year of the pilot.
- **KPI 3 – Increased number of employers engaged / registered as hosts.** This KPI will include information about sector, number of apprentices sponsored, and geographic information on employers. By the end of the 3-year pilot, we expect to see an increase in the number of employers registered and engaged as hosts under the ACT model. Year over year we will measure the number and level of apprentices registered with ACT employers and will report out on the number and type of employers registered with ACT in the third year of the pilot.

# Data Collection Methodology

During the first two years of the pilot, we will establish and refine the evaluation framework and test the collection methods in year 2 to gather and evaluate the first set of data. In year 3, we will determine whether the program achieved its goals and outcomes through a summative review and analysis of data collected during formative evaluations.

## Quantitative

- √ Current employer and apprentice data (ITA and ACT Organization)
- √ Social Media – Facebook, Twitter, Instagram Website activity to include analytics such as views, visits, impressions, actions taken – specifically:
  - *Facebook Insights* - People Reached, Posts, Pages Liked, Comments, Shares, Follows
  - *Twitter Analytics* - Tweets, Tweet Impressions, Profile Visits, Mentions, Followers
  - *Instagram* - Reach, Impressions, Engagement, Influencers
  - *Website* - Number and type of website visits, frequency of use of tools, information, resources by employers and apprentices

## Qualitative

- √ Questionnaires Social media surveys, mail out/email surveys, targeted regional surveys

# Section 4 - Transition

As demonstrated in the budgets for each pilot location, ACT Organizations will be financially self-supporting in their fourth year of operation and will not require external funding to support their ongoing 'autonomous state' operation.



The transition to financial self-sufficiency is based on the number of active ACT-sponsored apprentices. Estimated numbers of apprentices will grow over the course of the pilot. The projected revenue from the participating employers correlates directly with the number of apprentices placed.

Regional ACT Organizations will assume all previously centralized services at the conclusion of the pilot phase.

As regional pilots roll out, ACT Organizations will use the information gathered during the evaluation (described in Section 3) to ensure that services are meeting regional needs and that participation numbers are sufficient to enable transition to self-sufficiency in the fourth year. Ongoing evaluation and tracking will allow ACT Organizations to see their progression and address any issues that arise which would impact their transition to self-sufficiency.

If outcomes from the pilot merit expansion of services across the Province, additional new ACT Organizations may be established in other regions. This expansion will be incremental and strategic.

*“Looking at the model being proposed, can see many parallels to what we have been doing through our Union dispatch system and the direct connection between our training facility and signatory employers. In my opinion it is part of the reason why we have experienced Red Seal Completion rates well in excess of the overall provincial norm.”*

Paddy Byrne, Finishing Trades Institute of BC



# Section 5 - Stakeholder Engagement

## Engagement Activity and Preliminary Findings

SkillSource reached out to and tracked the engagement of 230 organizations and individuals. Principal contact was by email and included a background document that established a plan for follow-up email and/or telephone contact shortly thereafter for those who did not respond. In addition, 545 employers across the three pilot regions were informed about ACT through a general email. The clear and consistent message to stakeholders during the engagement phase has been that businesses – especially those that are trades-focused - will need to be well prepared to respond to a wide variety of new workforce challenges.

### Written Expressions of Support

To date, SkillSource has received 20 formal, written expressions of support (a combination of letters and email messages) for the ACT model from a mix of sources. 8 have offered to support the project at a general level.

- Construction (7)
- Chambers of Commerce (3)
- Post-Secondary Institutions (3)
- Indigenous Organizations (1)
- Oil and Gas (1)
- K-12 Education System (1)
- Organized Labour (1)
- Skills Canada Competitions (BC) (1)
- Manufacturing (1)
- Automotive (1)



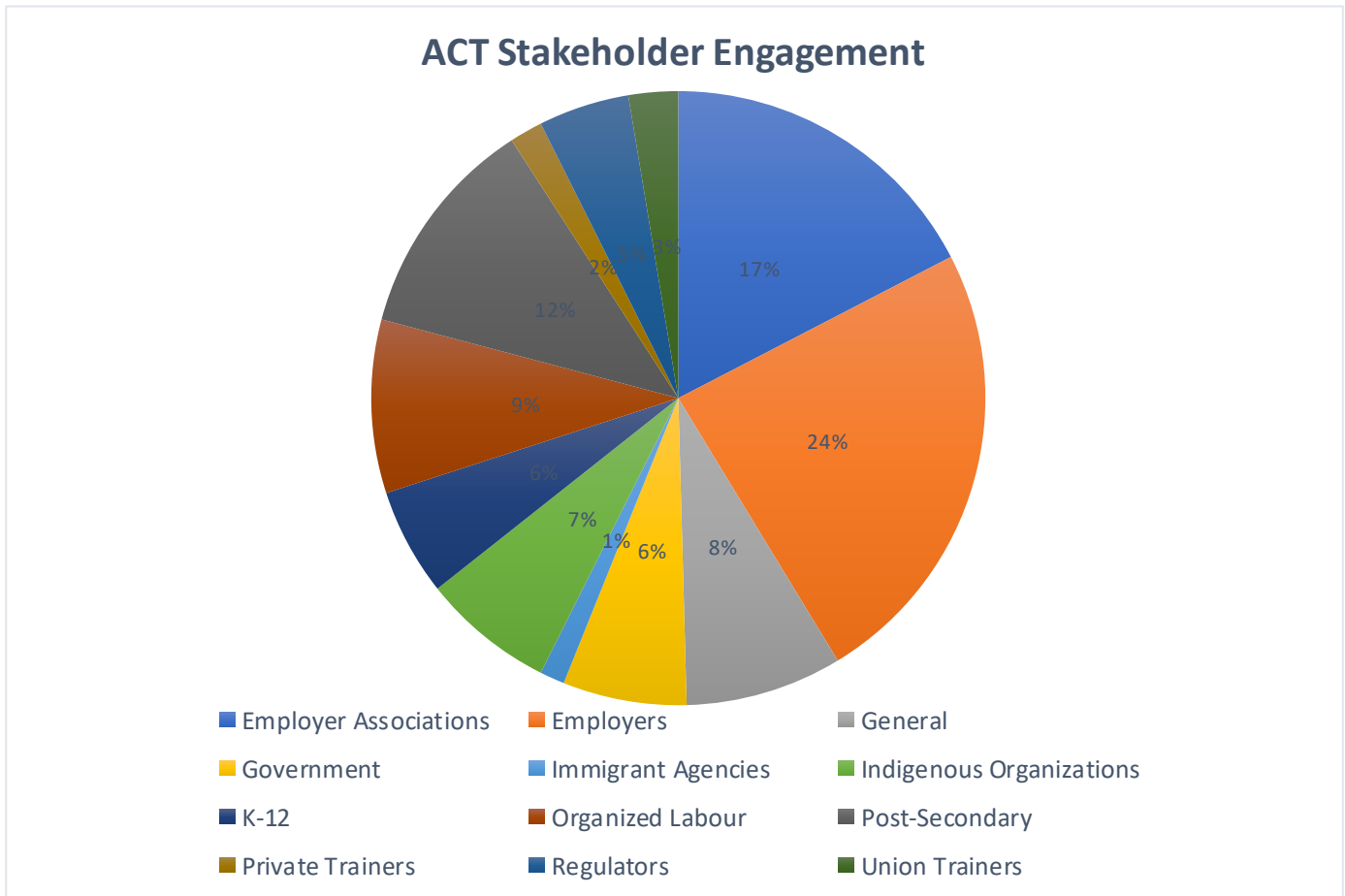
### Social Media

SkillSource has created a dedicated Facebook page, Twitter and Instagram accounts, and has enhanced its existing website to include a featured page devoted to ACT. Click any of the icons below to jump to the respective social media pages. The ACT page on the SkillSource website can be found at <https://skillsourcebc.ca/act/>. New content is posted regularly on these platforms.



## ACT Stakeholders by the Numbers

The graphic below represents the relative percentages of stakeholders engaged according to type.



### Highlights:

- 230 individuals representing 12 stakeholder types (see coloured legend in graphic above) were engaged and tracked
- 545 employers informed about ACT in the three pilot regions
- 63 regional employers participated in a follow-up survey, of whom 5 said that they did not require the model.
- 43 of 63 employers surveyed expressed willingness to pay a 10%-20% premium for ACT services

*“We are very committed to this endeavor and offer our industry expertise and partnership to ensure a successful program delivery. Trades shortages are very much a concern for our sector as it is currently impeding residential construction projects and without intervention is projected to stop projects all together. Housing demand is increasing with a growing population and in order to meet the demands we need more supply. In order to get more supply, we need more trades persons.”*

Kerriann Coady, Canadian Home Builders’ Association BC - Vancouver Island

# COVID-19 Impacts and Opportunities

The BC economy is recovering from the effects of COVID-19; however, it is unclear what the long term effects of the pandemic will be on specific regions and sectors. Labour Market Information and economic forecasts may point to new opportunities for BC businesses.

Final planning and preparation for the pilot phase will reflect the most current and relevant COVID-19 orders, advice and resources e.g., the [Surrey Board of Trade's COVID-19 Recovery Playbook](#). The Australian GTO system's COVID-19 response is also being tracked for reference and possible relevance.

*“More than half of Canadians have been laid off, temporarily or permanently, because of the pandemic, and more than five million Canadians have applied for emergency benefits. The deadly COVID-19 virus has led to immense upheaval in the workplace...”*

Sarah Dobson, Canadian HR Reporter  
June 2020

## Next Steps

1. Once this Implementation Strategy is finalized and accepted, this SLMP agreement will terminate.
2. SkillSource will determine possible sources of funding and support for the proposed Pilot implementation (potential pilot funding sources are listed in Section 2).
3. Assuming that pilot funding is secured, we will set in motion the plan described in this strategy. Key partners have been identified and preliminary arrangements for regional operations are in place. Our expectation is that the ITA will be an active participant on the ACT Governance Committee.
4. A series of brief 'features and benefits' documents will be prepared and distributed via email and through social media channels.

## Visual Timeline

The timeline below is a high level overview of the sequence of steps required to launch the ACT pilot. Details will be finalized prior to implementation. Note that formative evaluations will be conducted throughout the pilot delivery. Only the summative evaluation is highlighted in this high level graphic.



# Appendix A – ACT Pilot Selection Process


## Rationale for Weighting of Assessment Criteria

Apprenticeship issues and skills shortages are prevalent in all regions of the province. The criteria for selection of pilot locations reflects a mix of quantitative and qualitative measurements. The project team determined, based on prior research and experience with pilot delivery on previous provincial projects, that the relative weight assigned to each criterion would result in the selection of locations with the best possible chance of success. This is not an exact science, but the assigned weighting does provide a higher level of assurance that the proposed pilot locations are appropriate.

As can be seen in the table (next page), regions where an existing organization is in place to manage an ACT pilot were assigned a higher score (20%). Similarly, regions where support for ACT has been demonstrated through letters of support and other expressions of interest in the project were also weighted more heavily (15%).

Note that the table includes total numbers for foundation students, Youth Train/Youth Work students and the number of employers no longer sponsoring apprentices. The totals (rather than percentages or per capita figures) are good indicators of the potential availability of apprentices in the region and the number of potential employers (currently lapsed sponsors) that could be approached to provide work experience opportunities for ACT apprentices.

These figures serve to identify regions that might benefit from the introduction of the ACT model as a way to increase student participation in pre-apprenticeship training and to encourage employers to re-consider hiring apprentices with reduced administrative burden and freedom from long-term commitments.

 <b>ACT</b> Apprenticeship Cooperative Training	Weighting		Mainland/Southwest (Surrey)		Vancouver Island/Coast (Victoria)		Thompson-Okanagan (Kelowna)		Kootenay (Cranbrook)		North East (Fort St. John)		Cariboo (Prince George)		North Coast Nechako (Terrace)	
	Raw Score	Weighted	Raw Score	Weighted	Raw Score	Weighted	Raw Score	Weighted	Raw Score	Weighted	Raw Score	Weighted	Raw Score	Weighted	Raw Score	Weighted
<b>Assessment Criteria and Scoring Formula</b>																
<sup>1</sup> Qualitative assessment of local support for ACT based on stakeholder engagement, social media participation, and letters of support received (high = 3, medium = 2, low = 1)	15%	3	15	3	15	1	5	1	5	1	5	1	5	3	15	
<sup>2</sup> Number of foundation students 1=>500, 2=250-500, 3=<250	15%	1920 1	5	1088 1	5	528 1	5	352 2	10	128 3	15	688 1	5	144 3	15	
<sup>3</sup> Number of Youth Train/Youth Work students - 1=>1000, 2=500-1000, 3=<500	10%	3716 1	3.3	1411 1	3.3	809 2	6.7	191 3	10	401 3	10	298 3	10	216 3	10	
<sup>4</sup> Number of employers no longer sponsoring apprentices - 1=<500, 2=500-1000, 3=>1000	10%	5176 3	10	2124 3	10	1745 3	10	543 2	6.7	361 1	3.3	467 1	3.3	286 1	3.3	
<sup>6</sup> Percentage of female apprentices - 1=>16%, 2=11% to 15%, 3=<10%	10%	8% 3	10	12% 2	6.7	11% 2	6.7	12% 2	6.7	11% 2	6.7	9% 3	10	9% 3	10	
<sup>7</sup> Unemployment rate (2019) - 1=<5%, 2=5%-10%, 3=>10% Includes all workers 15+ years old. June 2020 rate shown in brackets to show impact of COVID-19.	10%	4.6% (12.7) 1	3.3	4.1% (11.7) 1	3.3	4.9% (10.3) 1	3.3	5.3% (16.1) 2	6.7	6.3% (10.7) 2	6.7	6.3% (10.7) 2	6.7	4.3% (14.5) 1	3.3	
<sup>8</sup> High school completion rate - 1=>90%, 2= 80%-90%, 3=<80%	10%	88.25 2	6.7	74.36 3	10	80.33 2	6.7	77 3	10	84 2	6.7	79 3	10	70.85 3	10	
<sup>9</sup> Existing organization prepared to manage ACT locally - No = 0, Yes = 3	20%	Yes 3	20	Yes 3	20	No 0	0	No 0	0	No 0	0.0	No 0	0	Yes 3	20	
Total Weighted Score	100%		73.3		73.3		43.4		55.1		53.4		50		86.6	
<b>Ranking</b>			2		2		7		4		5		6		1	

<sup>1</sup> Based on qualitative feedback from 2018 Group Training Strategy and through primary research gathered during this project

<sup>2</sup> Based on a custom search for Foundation Program openings listed on Trades Training BC (TTBC) website <https://www.tradestrainingbc.ca/Foundation>. The number of spaces available at each institution were identified first. Then, a regional subtotal was generated manually based on the regional location of each institution assuming full cohorts of 18, (i.e. number of scheduled foundations program offerings multiplied by maximum class size) NOTE: The table includes total numbers for foundation students, Youth Train/Youth Work students and the number of employers no longer sponsoring apprentices. The totals are good indicators of the potential availability of apprentices in the region and the number of lapsed sponsors that could be approached to reconsider providing employment opportunities for ACT apprentices.

<sup>3</sup> Figures provided by ITA in response to request from SkillSource. Note that ITA generates reports based on 8 regions. Adjustments were made manually by SkillSource to align totals with 7 BC Development Regions used throughout this report (See Appendix G of this report)

<sup>4</sup> ITA does not report on the specific reasons for sponsorship lapses, however, it is reasonable to expect that some lapsed sponsors would be interested in taking on an ACT apprentice rather than entering into a direct sponsorship. ACT Organizations would contact those lapsed sponsors to explore options.

## Appendix B – List of ACT Policies and Procedures

The following policies and procedures have been compiled in draft and will be finalized prior to the launch of proposed ACT pilot delivery.

1. Apprentice Handbook
2. Apprentice Interview Worksheet
3. Apprentice Registration Agreement
4. Auditor Independence
5. Board Application Form
6. Board Chair TOR
7. Board of Directors TOR
8. Board Succession Planning and Renewal Process
9. Code of Conduct and Conflict of Interest
10. Committee Operating Guidelines
11. Diversity Policy
12. Expense Management Policy
13. Expense Reimbursement
14. Finance Committee TOR
15. Governance Committee TOR
16. Harassment, Anti-Discrimination & Grievance Policy
17. Health and Safety Policy
18. Health and Safety Procedure
19. Employer Agreement
20. Employer Orientation
21. Employer Registration
22. Intellectual Property Policy
23. Nomination and Selection of Board Directors Members
24. Operational and service plan templates
25. Personal Information Protection Policy
26. Policy Audit and Maintenance
27. Procurement Policy
28. Procurement Procedure
29. Salary Administration Policy
30. Selection & Recruitment Procedures
31. Vehicle Insurance Addendum
32. Whistleblower Policy