

MULTI-YEAR BUSINESS PLAN 2014/15 TO 2016/17

College of Trades Appointments Council
An Operational Service Agency of the Government of Ontario



Published by:

The College of Trades Appointments Council
900 Bay Street, 23rd Floor, Mowat Block
Toronto ON M7A 1L2

Cite this publication in the following format:

College of Trades Appointments Council (2014). *Multi-Year Business Plan 2014/15 to 2016/17*. Toronto: College of Trades Appointments Council.

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Executive Summary

This is the fifth Business Plan for the College of Trades Appointments Council ('Appointments Council' or 'Council'), which began operation in July of 2010.

The Appointments Council was established by the Government of Ontario in July 2010 under section 63 of the *Ontario College of Trades and Apprenticeship Act, 2009* (the 'Act') as an Operational Service Agency, responsible to the Minister of Training, Colleges and Universities. The Council was created for the ongoing purpose of making appointments to the Ontario College of Trades' (the "College") governance structure.

During the next three years, the Appointments Council's focus will include: addressing vacancies across the College of Trades governance structure; strengthening its outreach strategies to recruit new applicants creating a pool of candidates; and reinforcing its cooperative relationship with the College.

In the course of the year, Council will address expiring member terms, across the College's governance structure. To address the pending vacancies the Appointments Council will build on strategies it used successfully in the previous year to address its first significant round of expiring member terms. That approach prevented disruptions to functioning of the College's Board of Governors, Divisional Boards and Trade Boards due to vacancies.

In this new fiscal, the Appointments Council will explore ways to expand its outreach to attract applicants. Creative ways of partnering with the College to make its members, stakeholders and industry partners more aware of vacancies and how to apply to appointed positions will be explored. The Appointments Council's website will be reviewed for ways to increase its effectiveness in advertising vacancies. And Secretariat staff will be asked to step up their collaborations with College staff, particularly those that work with the Trade Boards to identify and develop effective outreach techniques.

Council will continue to build on its cooperative working relationship with the College's Chair and the Registrar and Chief Executive Officer. Timely updates provided through correspondence and meetings with the College will, as in the past, support Council's making timely, responsive appointments which assist the College in achieving its mandate and priorities.

On March 31, 2014, the Council completed its fourth year, achieving its 2013/14 goals as outlined in the 2013/14 Business Plan.

Over the course of 2014, the Council will continue with the directions established in 2013/14 and as projected and outlined in the 2014/15 to 16/17 Business Plan.

Mandate And Governance

The foundation for the College of Trades Appointments Council is found within the *Ontario College of Trades and Apprenticeship Act, 2009*. In compliance with the Act and the Agency Accountability Directive, a Memorandum of Understanding between the Minister of Training, Colleges and Universities and the Appointments Council was finalized in 2010/11 and forms the framework of the Council's operations.

Ontario College of Trades and Apprenticeship Act, 2009¹

Section 63 of the Act creates the College of Trades Appointments Council and stipulates that the Appointments Council shall be comprised of a chair and eight other members² appointed by the Lieutenant Governor in Council. The section further establishes that the Council has a duty to appoint to the Ontario College of Trades:

- the members of the Board of Governors;
- the members of Divisional and Trade Boards; and,
- the members of the Roster of Adjudicators.

Section 63 of the Act also tasks the Council to take into account the importance of reflecting across the governing structure of the College:

- Ontario's English and French duality;
- the diversity of Ontario's population;
- gender balance;
- representation from unionized and non-unionized and from large, medium and small business environments; and,
- the various geographic areas of Ontario named in a Board regulation.

The Act also mandates that employers and employees be equally represented on the Board of Governors³, Divisional Boards and Trade Boards.⁴

¹ See Appendix B: *Ontario College of Trades and Apprenticeship Act, 2009*, Section 63

² See Appendix D: College of Trades Appointments Council Member Profiles

³ Refers to Board of Governors members representing construction, motive power, industrial and service sectors only.

⁴ op cit, *Ontario College of Trades and Apprenticeship Act, 2009*

Overview of Programs and Activities

The agency function of the Appointments Council is to make on-going appointments to the Ontario College of Trades Board of Governors, Divisional Boards, Trade Boards and Roster of Adjudicators. All of the Council's activities are focussed towards that end.

Council's focus during the previous year, 2013/14, was on addressing vacancies from expiring terms across the College's governance structure. Council fine-tuned its processes to ensure vacancies were filled in a timely, fair and transparent manner. Incumbents' interest and suitability for reappointment were considered while interested, qualified applicants were considered and/or interviewed.

During 2014/15 the Appointments Council and the Board of Governors through its Chief Executive Officer (CEO) will continue to work cooperatively by having meetings as needed for discussions and periodic updates during Appointments Council meetings. This relationship facilitates Council's ability to make timely, key appointments in response to anticipated and unanticipated vacancies and new priorities identified by the College. This dialogue keeps Council informed of the College's plans and direction equipping its members to more effectively respond to questions from applicants and other interested parties.

The Appointments Council will open the 2014/15 fiscal year by addressing vacancies and upcoming expiring member terms across the College's entire governance structure.

The primary tasks of the Appointments Council in completing its full slate of appointments include the following:

- continuously improving the Appointments Council website to ensure current information is accessible to stakeholders, potential applicants and the public by effectively communicating the College position vacancies, and information of how to apply;
- fine-tuning strategies to expand outreach particularly to stakeholder groups that may be perceived as under-represented across the College's governance structure;
- continuously identifying measures to improve Secretariat support of Council's mandate;
- fine-tuning strategies to address the high volume, of projected upcoming vacancies across the College governance structure in a timely manner, mitigating any negative impacts on the College's ability to operate;
- Continually reviewing the demographics profile of the current College appointments so as to inform the next round(s) of application solicitation;
- identifying any issues and sensitivities which need to be reflected in the composition of the College's governance structure;
- an on-going review and revision of the application process with new recruitment rounds in mind;
- considering public and stakeholder expectations and how to balance multiple and sometimes juxtaposed positions; and,

- reinforcing public and stakeholder confidence by maintaining a transparent, fair and responsive appointments process.

Key Deliverables

Outreach

Communications comprises two primary objectives – stakeholder engagement and recruiting. While both of these are related, they each require their own process stream.

To fulfill its mandate, the Appointments Council needs to stay apprised of industry and demographic trends and activities. A key element in remaining informed is through ongoing dialogue and meeting with the College’s Chair, Registrar and Chief Executive Officer, governance structure, key stakeholders and partners. This contact provides Council with current information which helps focus- outreach activities.

The Appointments Council believes that promoting the College of Trades is integral to its recruitment and appointment success. Using personal networks, Council members outreach to individuals, industry associations and organizations promoting the College and spreading word about opportunities to serve on the College’s governance structure. Secretariat staff working through College staff encourage Trade Board members to spread word about vacancies to their colleagues and industry stakeholders. Interested persons are directed to the Council’s website and email for information on position responsibilities and the application process. They are also given contact information for secretariat staff.

Starting in 2014/15 Council will explore opportunities to partner with the College on email blasts to its members with recruitment information. Prominent links from the College’s website to the Council’s site provide easy access to vacancy and recruitment information. Council will also approach the College about being featured in its newsletter with information about the Appointments Council, its on-going recruitment and vacancies. The Council will continue to coordinate messaging and announcements with the College and the Ministry.

Communications will take place primarily through the e-mails and the Council’s website.

Operational Activities

- **Track Appointment Terms:**
 - Maintain and refine expiring-term-tracking mechanism and notification procedures
- **Manage the Appointments Council’s Website:**
 - Maintain the Council’s website ensuring it remains user-friendly, accurate/current and functional
 - Encourage qualified candidates to apply
 - Provide an opportunity for feedback and input to be provided
 - Maintain prominent link to the Ontario College of Trades website for current

- appointments and other College information
- Maintain relationship with the College to ensure aligned information and a prominent link from their website to Council's
- **Communications:**
 - Adhere to the communications plan
 - Review and refine the recruitment and stakeholder engagement strategy
 - Work with the College, and the Ministry of Training, Colleges and Universities to refresh and expand stakeholder lists

Appointments

- Identify and address recruitment/appointment gaps.
- Review and continuously improve application and appointments processes.
- Review and refine process for filling vacancies due to term expirations, 2014/15.
- Coordinate ongoing appointment requests.
- Review and refine process of recording, storing and archiving applicants and appointees data.

Business Obligations and Processes

- **Develop and Submit Multi-Year Business Plans:**
 - Finalize Three-Year Plan 2014/15 – 2016/17 (Due June 1, 2014)
 - Draft Three-Year Plan 2015/16 – 2017/18
- **Develop and Submit Annual Reports:**
 - Finalize 2013/14 (to be tabled 120 Days from 2013/14 Fiscal Year End)
 - Draft 2014/15 (at 2014/15 Fiscal Year End)
- **Review Business Processes:**
 - Meetings and communications protocols
- **Manage Compliance with Statutory Obligations:**
 - Review and comply with obligations under the *Public Service Act*, O. Reg. 381/07 (Conflict of Interest), the Agency Establishment Accountability Directive, the *Freedom of Information and Protection of Privacy Act* and the *Archive and Records Keeping Act*.

Environmental Scan

Overview

The Appointments Council's operating scope is the Province of Ontario and, its activities are defined by the *Ontario College of Trades and Apprenticeship Act, 2009* (demographics, activities, processes) and the Ontario College of Trades (identifying open or new positions). The Council may only make appointments to positions that are open either through term expiry, resignation/removal of an appointee or through the creation of a new position by the College in accordance with the Act. Since the initial round of appointments to the College's governance structure, subsequent appointments to the Board of Governors, Divisional Boards, Trade Boards and Roster of Adjudicators are made at the direction/request of the College.

It is within this context that the Council will continue to engage the public, stakeholders and individuals, to fill open positions. The Council, to maintain the demographic and other legislated requirements, and to make relevant appointments will continuously review the structure and movement of Ontario's workforce and workplace with respect to trades, training and apprenticeship.

External Factors

- **Public and Stakeholder support for the Ontario College of Trades.**
- **Shifting Workforce and Public Demographics:** A shift in workforce and/or public demographics would need to be reflected in the governance structure of the College.
- **Shifting Apprenticeship Demographics:** Changing apprenticeship demographics may signal a change in the College's perspective and make-up and may also need to be reflected in governance appointments.
- **Public Issues and Concerns regarding the Trades:** Public sensitivities may generate pressures on the trades, the apprenticeship environment.
- **Sector Specific Health:** The health of the construction, industrial, motive power and service sectors has particularly strong influence on the demand for apprentices and skilled tradespersons.
- **The Economy:** Ontario's economy will have some effect as we move ahead with further appointments.
- **Federal Initiatives:** Human Resources and Skills Development Canada has its own Trades and Apprenticeship strategies, supports and programs, including incentive and completion grants, tax deductions and credits, the Interprovincial Red Seal program, the Canadian Apprenticeship Forum and Employment Insurance supports.
- **Other Provinces' Initiatives:** Other provincial government's apprenticeship programs may effect public perceptions Ontario's skilled trades sector.

Internal Factors

- **Maintenance of the Appointments Council Membership:** Timely appointments to fill vacancies is necessary to ensure momentum and quorum are maintained.
- **Ontario College of Trades:** Directs the Appointments Council as to defining the geographical regions, the number of appointments required and new appointment positions being created.
- **New Regulations or Legislation:** Regulations and legislation are required to allow appointments to proceed and define the scope and breadth of appointments required.
- **Procedural Legislation, Regulations and Mandates:** The *Freedom of Information and Protection of Privacy Act*, the *Public Service Act*, the Ontario Public Services Security and Information and Information Technology Directives, the Agency Establishment and Accountability Directive and other similar mandates as issued by the Government of Ontario define and manage how the Council operates and reports.
- **The Ministry of Training, Colleges and Universities:** The Ministry retains responsibility of the listing and delisting of trades and the Appointments Council has direct reporting accountability to the Minister.
- **The Agency Establishment Accountability Directive:** is the directive which has the most significant impact on the Council as it directs agencies on governance, reporting and planning obligations and dates.
- **Resources – financial and personnel:** The Council has no direct operating funds and relies on the Secretariat for all staffing and administrative support functions.

Strategic Directions

Key Initiatives

Stakeholder Identification and Engagement: Appointments should demonstrate a wide understanding of and engagement with workplace issues and structure to be able to reflect current issues and diversity. Keeping engaged with key industry stakeholders is a significant factor in developing and maintaining this understanding. Furthermore, stakeholders are a primary, although not sole, source of potential College appointees. Developing and maintaining ties will keep these stakeholders informed, supportive and engaged with the College and its mandate.

Public Issues Awareness: The second key recruiting pool will be the general public and issues within this arena which inform the Council of trends and sensitivities. An outreach through press releases, speaking appearances, a website presence and other channels assist in remaining in touch with stakeholders/members public issues and will keep these constituencies aware of governance opportunities.

Application Process: Transparency and fairness are critical practices in maintaining trust with the public, stakeholders and the workplace. Maintaining a process that is based on historical and current industry, governmental and private sector practices for similar processes is key in public and trades' confidence in both the Council and the College.

Initiatives Involving Third Parties

Working with the Ontario College of Trades: The College directs the Council as to which appointments are required for the College's governance structure. Maintaining open and timely communications with the College supports timely and appropriate appointments.

Working with key stakeholders to make known and recruit for vacant Ontario College of Trades positions: There are numerous organizational stakeholders with whom solid communication ties can enrich the pool of appointments applicants and thereby strengthen the performance of the College. Organizations include trades associations and unions, employer associations, training delivery agents, former Provincial Advisory Committee and Industry Committee members and various trades-governing bodies in other jurisdictions and levels of government. Members of the Ontario College of Trades boards, particularly its Trade Boards, and staff who work directly with industry stakeholders have been a means of spreading word to stakeholders about openings.

Working with Internal Audit and other Ministry of Training, Colleges and Universities and Ontario Public Service Resources: Other specialists are required to assist the Council in maintaining its application process and products, and in meeting its reporting and performance obligations.

Performance Measures

Performance measures will continue to evolve over time, but the key success factors continue to be the pool of stakeholders identified, the number of recruitable stakeholders contacted (directly and indirectly), the number of applications submitted, the percentage of positions filled in a timely manner over a specified period of time, and positive feedback from stakeholders.

Performance Indicators and Measures and Key Milestones/Deliverables:

- request to meet with the College's Chair and the Registrar and Chief Executive Officer at least twice a year to:
 - review reappointments;
 - discuss priorities concerning trade board appointments;
 - ensure activities are aligned (outreach priorities);
- unplanned vacancies are filled promptly;
- linkages with trade and stakeholder groups are established and maintained;
- number of unsolicited applications received;
- number of enquiries received from the general public and tradespersons re application and appointment process ;
- timely responses to enquiries and/or appropriate referrals;
- confirm/modify application process;
- confirm/modify selection/appointment process;
- review/modify process for assessing suitability of incumbents for reappointment consideration;
- maintain a Conflict of Interest log;
- maintain and update website.

Resources

Fiscal Resources

The Appointments Council has no budget and the Council members' expenses and per diems are covered by the Ministry of Training, Colleges and Universities. Costs consist primarily of per diems and travel/accommodation for Council members. Projected expenses are listed in Appendix A.

Human Resources

The College of Trades Appointments Council does not directly employ any paid staff, so there are no budgetary or human relations management factors to manage.

Resources Needed to Meet Goals and Objectives

College of Trades Appointments Council Secretariat:

The secretariat is staffed by personnel drawn from the Program Development Unit, Programs Branch, Strategic Policy and Programs Division, Ministry of Training, Colleges and Universities. Staff, comprising one manager, a project coordinator, three program and policy advisors, and administrative supports are assigned on a part-time basis. Secretariat support functions include:

- Administration: manages per diem and travel-cost disbursement records; maintains logs, records and files (applications, public/applicant queries, Conflict of Interest, appointments); maintains meeting materials and minutes archive; prepares letters-for-signature;
- Meetings: prepares and distributes materials; records and stores minutes; provides in-person subject matter expertise as appropriate;
- Process: provides advice on governmental and agency obligations and processes; and,
- Appointments:
 - Applications: collects, records and screens applications; provides advice and feedback on appointments process, job descriptions; advice on approaching position openings, application submission volume, tracking and queries; provides analysis on aggregate application submissions and regulation-specified demographics;
 - Appointments: attends Council meetings and provides support as required; records minutes, arranges and manages candidate interviews; conducts due diligence (application screening, reference checks); manages appointment confirmation processes, documents and records and notifications to appropriate Ontario College of Trades liaisons; and,
 - Communications: maintains and updates stakeholder e-mail/ mailing lists; prepares and distributes appointment-opportunity e-mails; redirects, manages

and responds to queries submitted to the Council; maintains and updates website; responds to public queries; conducts media scans for the attention of the Council; distributes soft and hard copy mail, as required.

Legal Services:

As per the Memorandum of Understanding, the provision of legal advice and services to ministries and specified agencies is the responsibility of the Ministry of the Attorney General. The Agency, as represented by the Chair, shall obtain legal services from the Ministry of the Attorney General – more particularly - the Legal Services Branch of the Ministry of Training, Colleges and Universities. Where necessary, the Director of the Ministry's Legal Services Branch can seek the retention of outside legal counsel in accordance with the Ministry of the Attorney General's Corporate Operating Policy on Acquiring and Using Legal Services.

Information Technology / Electronic Service Delivery Plan

Information Technology needs are modest.

Website, Databases and Email Account:

- The Appointments Council will:
 - Maintain and enhance the Appointments Council website;
 - Develop and implement a database functionality and maintain appointments-related links and information;
 - Maintain the Appointments Council Email Account.
 - The Secretariat will be responsible for:
 - Responding to appointment-related email inquiries on behalf of or relating to the Appointments Council.
 - Maintaining e-mail communications lists;
 - Sending and managing all mass e-mail communications on behalf of or relating to the Appointments Council; and,
 - E-mail services will be off of the Community Services Cluster Information and Information Technology of the Government of Ontario. No charge-backs are anticipated.

Resources:

- Style, text and information updates are the responsibility of the Secretariat under direction from the Council.

Security and Information Retention:

- The Secretariat is comprised of Ontario Public Services employees. Ontario Public Services Information and Information Technology security policies, guidelines and directives are followed; and,
- The Council will be reoriented as necessary on relevant security and information retention (and disposal) practices and policies.

Risk Assessment

Examining external and internal factors, the major risks which can be managed are listed below. The key emergent risk management theme is maintaining close and frequent communication and dialogue with key partners and stakeholders while also remaining informed of public and industry trends.

Potential Risk	Impact (low/mod/high)	Likelihood (low/mod/high)	Risk Response (avoid, transfer, mitigate, accept)
Significant shifts in workforce composition	High	Low	<ul style="list-style-type: none"> ▪ Maintain close and frequent contact with partners and stakeholders ▪ Monitor media and economic indicators
Appointments made by the Council are not in accordance with section 63(10) of the <i>Ontario College of Trades and Apprenticeship Act, 2009</i>	High	Low	<ul style="list-style-type: none"> ▪ Maintain open transparent processes: access, selection, complaints ▪ College engages members and stakeholders ▪ Outreach to attract suitable candidates

Appendices

Appendix A: Financials

Appendix B: Ontario College of Trades and Apprenticeship Act, 2009
– Section 63

Appendix C: Agency Establishment and Accountability Directive

Appendix D: Appointments Council Member Profiles

Appendix A: Financials

Three-year budget projection:

	2014 / 15			2015 / 16			2016 / 17		
	#	Details	Totals	#	Details	Totals	#	Details	Totals
Travel & Accommodations Costs			\$ 6,000			\$ 6,000			\$ 6,000
AC Meetings & Appointments (2-Days each)									
AC Meetings & Appointments (1-Day each)	3	\$ 4,500		3	\$ 4,500		3	\$ 4,500	
Interviews (BoG, DBs & RoA) (2-Days each)	1	\$ 1,500		1	\$ 1,500		1	\$ 1,500	
Per Diems			\$ 18,375			\$ 18,375			\$ 18,375
AC Meetings & Appointments (Total Days)	5	\$ 12,250		5	\$ 12,250		5	\$ 12,250	
Prep Days - All Meetings & Interviews	3	\$ 6,125		3	\$ 6,125		3	\$ 6,125	
Total Expense Projections			\$ 24,375			\$ 24,375			\$ 24,375

Appendix B: Ontario College of Trades and Apprenticeship Act, 2009 – Section 63

Excerpt of section 63 of the *Ontario College of Trades and Apprenticeship Act, 2009*
S.O. 2009, CHAPTER 22

PART XI APPOINTMENTS COUNCIL

Appointments Council established

63. (1) A council is established under the name College of Trades Appointments Council in English and Conseil des nominations à l'Ordre des métiers in French. 2009, c. 22, s. 63 (1).

Composition

(2) The Appointments Council shall be composed of a chair and eight other members appointed by the Lieutenant Governor in Council. 2009, c. 22, s. 63 (2).

Term of office

(3) The term of office of a member shall be at the pleasure of the Lieutenant Governor in Council and shall not exceed three years. 2009, c. 22, s. 63 (3).

Multiple terms

(4) A member of the Appointments Council may serve for more than one term. 2009, c. 22, s. 63 (4).

Same

(5) A member of the Appointments Council may not serve for more than six consecutive years but is eligible for reappointment after one year's absence from the Appointments Council. 2009, c. 22, s. 63 (5).

Remuneration

(6) The chair and other members of the Appointments Council shall be paid such remuneration and allowance for expenses as are fixed by the Lieutenant Governor in Council. 2009, c. 22, s. 63 (6).

Quorum

(7) Five members of the Appointments Council constitute a quorum. 2009, c. 22, s. 63 (7).

Vacancies in Board

(8) If one or more vacancies occur in the membership of the Appointments Council, the members remaining on the Council constitute the Council so long as their number is not fewer than the quorum established by subsection (7). 2009, c. 22, s. 63 (8).

Duty to make appointments

- (9)** The Appointments Council shall appoint,
- (a) the members of the Board;
 - (b) the members of the divisional boards and trade boards; and
 - (c) the members of the roster of adjudicators. 2009, c. 22, s. 63 (9).

Reflecting diversity

[\(10\)](#) When carrying out its functions under subsection (9), the Appointments Council shall take into account the importance of reflecting across the governing structure of the College,

- (a) Ontario's English and French linguistic duality;
- (b) the diversity of Ontario's population;
- (c) gender balance;
- (d) representation from unionized and non-unionized and from large, medium and small business environments; and
- (e) the various geographic areas of Ontario named in a Board regulation. 2009, c. 22, s. 63 (10).

Governing structure

[\(11\)](#) For the purposes of subsection (10), the governing structure of the College consists of the Board, the divisional boards, the trade boards and the roster of adjudicators. 2009, c. 22, s. 63 (11).

Additional functions

[\(12\)](#) In addition to its functions under subsection (9), the Appointments Council shall perform such duties as may be assigned to it by the Lieutenant Governor in Council. 2009, c. 22, s. 63 (12).

Memorandum of understanding

[\(13\)](#) The Appointments Council shall perform its functions under this Act in accordance with a memorandum of understanding to be entered into between the chair, on behalf of the Council, and the Minister. 2009, c. 22, s. 63 (13).

Administrative support

[\(14\)](#) The Minister shall provide the Appointments Council with such administrative support as the Minister considers necessary for the purposes of the Council. 2009, c. 22, s. 63 (14).

Note: Part XII (sections 64 to 71) comes into force on a day to be named by proclamation

Appendix C: Agency Establishment and Accountability Directive

Business plans are an important requirement for accountability under the Agency Establishment and Accountability Directive (AEAD), 2010 issued by MGS. It is applicable to all agencies, boards and commissions. Under this directive all classified agencies, except for advisory agencies, must annually submit a business plan with a minimum three-year horizon to the minister for approval.

Content requirements are summarized below:

Excerpt – Business Plan requirements.

SCHEDULE H: ANNUAL BUSINESS PLAN

All agencies classified under this directive, except advisory agencies, must submit an annual business plan to the responsible minister for approval. All agency business plans are to be submitted for the responsible minister's signature and are only to be considered valid after the minister has approved the plan by affixing a signature. An agency business plan is for a three-year period or longer and is prepared every year.

All agency business plans must report on the following elements:

- mandate;
- strategic directions;
- overview of current and future programs and activities;
- resources required to meet objectives of mandate and strategic directions;
- risk identification, assessment, and mitigation strategies;
- environmental scan;
- summary of staff numbers; impact of business plan on human resources; and compensation strategy including employee benefits and benchmarking against other public sector bodies;
- performance measures and targets over three-year life of business plan;
- financial budget over three-year life of business plan (including proposed operating expenditures and projected revenues);
- initiatives involving third parties, such as other levels of government or not-for-profit foundations;
- implementation plan; and
- communication plan.

To support ministers in fulfilling their responsibility for agencies, ministry staff are to exercise due diligence upon receipt of an agency business plan before ministry staff recommend that the minister sign it. Moreover, the agency annual budget is to be submitted to the ministry's CAO within three months from fiscal year-end.

(See Guide To Developing Agency Business Plans for further details.)

Appendix D: Appointments Council Member Profiles

Tim Armstrong, Chair (July 14, 2011 – July 14, 2014)

Mr. Armstrong is a labour lawyer, mediator and arbitrator who has held a range of senior positions in government, including Chair of the Ontario Labour Relations Board, Deputy Minister of Labour, Agent General for Ontario, Asia/Pacific Region, Tokyo; Deputy Minister of Industry Trade and Technology, and Consultant and Advisor on Economic Development to the Premier of Ontario. Mr. Armstrong has been appointed to serve on the Appointments Council for three years.

Sue Allen (May 19, 2010 – May 19, 2014)

Sue Allen is an Equity, Diversity and Inclusion Specialist who, as an educator and role model, has actively promoted the skilled trades her entire career. Ms. Allen has been a licensed tractor-trailer operator for 25 years and, as a fleet driver trainer, taught a primarily immigrant and refugee student base to drive tractor-trailer. She has also road tested students for Class A licensing. As a Transportation Specialist, she has been a driver and has held management positions in Hollywood North's film and television industry. She holds the distinction of being the first woman member voted into I.A.T.S.E. Local 873's Transportation Category in 1999. Sue Allen's name is synonymous with the creation and success of programming and policies which have opened doors to employment for women and other people traditionally marginalized and underrepresented in the skilled trades. Sue Allen is also highly regarded as a gifted writer and inspiring public speaker. Ms. Allen has been appointed to serve on the Appointments Council for four years.

Patrick Dillon (May 19, 2010 – May 18, 2015)

Patrick Dillon is the business manager and secretary treasurer of the Provincial Building and Construction Trades Council of Ontario. Mr. Dillon has also served as executive chairman of the International Brotherhood of Electrical Workers and he is a member of the Workplace Safety and Insurance Board. A certified electrician, Mr. Dillon is a director and past president of the Ontario Construction Secretariat and the Construction Safety Association. He is also a director of the DeNovo Treatment Centre and the Corrections Canada Advisory Board. Mr. Dillon has been appointed to serve on the Appointments Council for five years.

Hugh Laird (May 19, 2010 – May 18, 2015)

Hugh Laird is executive director of the Interior Finishing Systems Training Centre (IFSTC) and the Interior Systems Contractors Association of Ontario (ISCA). Mr. Laird studied engineering at Seneca College and apprenticed as a boilermaker once he completed his studies. He finished his training in 1974 and worked as both a tradesman and business manager until his appointment to the IFSTC and ISCA in 1993. For the past 17 years, Mr. Laird has operated the largest drywall training centre in North America, assisting thousands of young men and women to complete their apprenticeships. Mr. Laird has a long history of working with the provincial government to advance trades training in Ontario, and has been appointed to serve on the Appointments Council for five years.

Gail Smyth (May 19, 2010 – May 18, 2015)

As executive director of Skills Canada-Ontario, Gail Smyth is a leader in promoting careers in the skilled trades and technologies to young people in Ontario. She has served on the Minister of Education's Curriculum Council, the National Committee for Promotion of Careers in the Skilled Trades, and the Waterloo Business and Education Council. She was an advisor on co-op education to Conestoga College for robotics, woodworking, and food and beverage programs. Ms. Smyth has been appointed to serve on the Appointments Council for five years.

Allan West (May 19, 2010 – May 19, 2014)

Allan West is a vice president and director of the K.J. Beamish Group of Companies. Mr. West has been involved in estimating and project management of road work projects for more than 30 years. He is treasurer and secretary of the Coalition of Concerned Construction Employers and is a member of the Project Management Institute and through his company, the Ontario Road Builders' Association, the Ontario Hot Mix Producers Association and the Ontario Stone, Sand & Gravel Association. In 1986, he worked with the Ontario Women's Directorate to introduce a program to encourage women to pursue careers in road building. Mr. West has been appointed to serve on the Appointments Council for four years.

Norman Wolfson (May 19, 2010 – May 19, 2014)

Norman Wolfson is president of Lecours Wolfson Ltd, a recruitment firm servicing the North American foodservice and hospitality industry. Mr. Wolfson has been active in the industry since 1980. He is a member of the editorial advisory board for Foodservice & Hospitality magazine and has served on the program advisory committee for the hotel management program at George Brown College in Toronto. Mr. Wolfson is also a member of the Canadian Restaurant and Foodservices Association and he served on the selection committee for the Ontario Hospitality Institute's Top 30 Under 30 Award from 2005 to 2009. Mr. Wolfson has been appointed to serve on the Appointments Council for four years.