

# **ANNUAL REPORT**

## **2014/15**

**College of Trades Appointments Council**  
**A Provincial Agency of the Government of Ontario**





## Profile

The College of Trades Appointments Council (Council) is a provincial agency of the Ontario Government, tasked with making all appointments to the Ontario College of Trades' (College) Board of Governors, Divisional Boards, Trade Boards and Roster of Adjudicators.

The Council was created in section 63 of the *Ontario College of Trades and Apprenticeship Act, 2009* (OCTAA, or "the Act"). Section 63 came into effect on June 5, 2010. Within the appointments mandate, *"the Appointments Council shall take into account the importance of reflecting across the governing structure of the College: Ontario's English and French linguistic duality; the diversity of Ontario's population; gender balance; representation from unionized, non-unionized and from large, medium and small business environments; and the various geographic areas of Ontario ... ."*

The Council's appointments will help support the College's mandate to build the profile of individuals who make up the skilled trades sector, to encourage greater opportunities for apprentices, and to play an active role in how tradespersons are trained and certified.

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## Chair's Message

This is the fifth Annual Report of the College of Trades Appointments Council. I believe the Report confirms that the Council has successfully performed its mandate as set out in section 63 of the *Ontario College of Trades and Apprenticeship Act, 2009*, in connection with the appointment of members to the College's Board of Governors, Divisional Boards, Trade Boards and the Roster of Adjudicators.

In doing so, the Council is required by the Act to take into account the importance of reflecting, in the College's governing structure, Ontario's English and French linguistic duality, the diversity of our population, gender balance, representation from large, medium and small businesses, unionized and non-unionized workplaces, and the various geographic areas of the province.

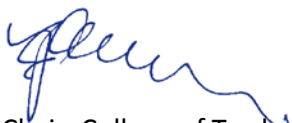
As we enter our sixth year, we confront the dual task of introducing new members to the governing structure while preserving the accumulated knowledge and experience of at least some of the incumbents whose maximum six-year terms have not yet expired. As to prospective new appointees, the Council has access to the listing of the substantial number of those who responded to the Minister's original letter inviting applications. This list is under review, together with consideration of new applications, both those already received and any others that may be received. In this latter connection, the Council is engaged in a renewed outreach recruitment program covering all four trades sectors.

I draw readers' attention in particular to the tables in Appendix E (page 14), which summarize, for each of the College's governing bodies, appointments made during the 2014-2015 fiscal year, and the total appointed positions filled by the close of the fiscal year. You will note that a total of 190 appointments were made in this 12-month period. The tables show the various breakdowns in the statutory criteria, i.e., employment status, language, gender, geographic location, size of enterprise and term of appointment.

Although this Report covers the year ending March 31, 2015, I would be remiss not to report that shortly after March, three new members were appointed to the College of Trades Appointments Council by orders-in-council. They are: Karyn Brearley from Georgetown, the Executive Director of the Yves Landry Foundation, Teresa Weymouth from Tecumseh, active in Unifor's Skilled Trades Education Program, and Ian Howcroft from Oakville, Vice-President, Canadian Manufacturers & Exporters Ontario. These experienced individuals, all dedicated to promotion of the trades, are welcome additions to the Council.

As mentioned last year, the Ontario College of Trades commenced its operations on April 8, 2013, following careful and successful consultation and planning with all affected parties. I commend readers to the College's website where you will find the details of the College's impressive achievements over the last two years.

I wish to thank all of my colleagues on the Council for their dedicated contribution to our work, and on their behalf, express our collective gratitude to the members of our staff Secretariat for their valuable assistance in enabling us to fulfill our mandate.



Chair, College of Trades Appointments Council

## THE COUNCIL'S FIFTH YEAR

### **SUMMARY: Current – 2014/15**

The Council focussed on continuing with the work set in place in prior years by applying newly developed processes and further refining those processes over time. Particular attention was devoted to the processes for, and considerations with respect to, addressing appointment terms approaching their end date. The Council also sought outreach activities that would have resonance with tradespersons and stakeholders in the skilled trades economy.

Revisions were made to the application and reapplication process and forms. Applications by incumbents were simplified by eliminating requirements made redundant by information already supplied in the incumbents' initial, on-file application. The Council was also responsive to stakeholder requests to make vacant positions and term end-dates easier to find for persons interested in making application for consideration.

For 2014/15, the Council made 190 total appointments – with 43 new appointees and 147 reappointments of incumbents whose terms were expiring. The Council continued efforts to encourage applications and find candidates to address the College's requested priorities.

The total number of Trade Boards remained unchanged between this year and last, at 81 boards across all sectors - 24 Construction, 32 Industrial, 10 Motive Power and 15 Service. The maximum number of Trade Board appointment positions changed marginally from 546 to 550 due to increases in Trade Board size as directed by the College (see Appendices E and F).

At the close of the 2014/15 fiscal year, the maximum number of active-appointment Trade Board positions numbered 474, with the College identifying to Council 414 of these for priority attention (Appendix E – Table A). By fiscal year end, 293 of the 414 priority-appointment Trade Board positions were filled, representing a roughly four per cent increase in the vacancy rate from the previous year.

The Council continues to encourage the College to review the list of Trade Boards to ensure that Trade Boards are aligned with the analogous trades' activities and needs.

### **SUMMARY: 2013/14**

The Council focussed on addressing the significant number of appointment-terms coming to an end in 2013/14, and continued to work with the College to review the number of existing Trade Boards, their size and the trades they comprise.

The Council revised and improved internal processes to anticipate and address expiring terms, and also increased consultation and communication with the College. Additionally, the Council's website was completely redesigned for greater clarity and a clearer differentiation of roles between the College and the Council. The website was also given a cleaner, more consistent and more visually appealing presentation.

A total of 151 total appointments were made, of which 89 were reappointments of incumbents to positions whose terms were expiring. The Council continued to make appointments based on the College's priorities as requested and directed by the College's Board of Governors.

### **SUMMARY: 2012/13**

The Council's immediate focus was to address the more than 300 unfilled Trade Board positions and to supplement the Roster of Adjudicators.

The College, in keeping with its commitment to review Trade Boards for which few applications had been received, instructed the Council to adjust the list of Trade Boards, and the boards which were identified as requiring priority attention.

Consequently, the total number of Trade Boards at the College was reduced from 111 to 81 with a corresponding reduction of Trade Board appointment positions from 576 to 472. With these adjustments, the number of open positions was reduced to only 175 from 312.

By year end, 297 of 472 Trade Board positions had been filled.

Outreach plans were developed in consultation with stakeholders, the Council's Secretariat and the College to fill the remaining 175 open Trade Board positions.

### **SUMMARY: 2011/12**

Key activities included application analysis, candidate selection criteria, appointment balance and appointee selection. All 21 Board of Governors and 16 Divisional Board appointment positions were filled. Additionally, the Council filled 264 Trade Board and 27 Roster of Adjudicators positions.

By year end, there remained roughly 312 unfilled positions on various Trade Boards. Many of these positions were on boards which saw very few, if any, applications. The College committed to reviewing unfilled boards and positions to determine the ones for which the Council should continue to pursue applicants.

### **SUMMARY: Inaugural Year (2010/11)**

In its first year, the Council focussed on the development and implementation of:

- operating and appointments processes, context and frameworks,
- protocols for working with the College and the Ministry of Training, Colleges and Universities,
- stakeholder outreach,
- application requirements, procedure and design,
- application solicitation, receipt and organization, and
- the College of Trades Appointments Council website.

## ACTIVITIES – 2014/15

### *The Council*

- At the start of fiscal 2014/15, seven of nine Council positions were filled.
- As at March 31, 2015, fiscal year end, there were three Council positions open.
- See Appendix C for a list of Council members.
- The Council convened on seven occasions while sub-committees met separately to discuss sector-specific issues and appointments.

### *Outreach*

- Modifications were made to the newly revised website throughout the year to improve clarity and maintain accuracy.
- The Council increased its focus on developing strategies to encourage industry interest in participating in the College's governance and making application to serve on one of its governing boards<sup>1</sup>. Exemplary of efforts to broaden stakeholder engagement, outreach was initiated to a number of consumer associations (Consumers' Association of Canada, Consumers Council of Canada and the Public Interest Advocacy Centre) with respect to generating interest in the positions on the College's Board of Governors that represent the public interest.
- At the end of fiscal 2013/14, there were 238 total Trade Board positions open – most of which belonged to boards comprising trades that historically, prior to the Ontario College of Trades, had not had representation on similar bodies (Industry Committees or Provincial Advisory Committees). By fiscal end of 2014/15, the number of open Trade Board positions was 257, of which 181 were on Trade Boards designated by the College as having a priority focus for appointments (see Appendix E – Table A).
- The College's Board of Governors has the authority to create, adjust or disband Trade Boards, thereby determining whether a given trade has Trade Board representation. The Council is continuing to work with the College to achieve the Trade Board refinements anticipated in the next fiscal year.
- The primary recruitment vehicles in 2014/15 continued to be the redesigned Appointments Council website, as well as conversations with the College to explore ways the College could assist the Council in broadcasting its outreach efforts. College staff continued to work with sitting Trade Board members to engage their colleagues and contacts and to encourage applications for positions on the College's governing structure through the Appointments Council. The Council and the College continued discussions on how the College might utilize its internal communication channels and website to publicize the governance vacancies.

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<sup>1</sup> As specified by section 63 (11) of the OCTAA, 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).



## ***Appointments***

- Completed review and reconciliation of appointment keystone information for accuracy and consistency across database, website and other key instruments.
- Improved administration communications processes between the College and the Council.
- Maintained and updated the log of all applicants. Processed and reviewed all new applications.
- The size of the Roster of Adjudicators is not a fixed number, allowing the Council to adjust the number of appointees to be responsive to anticipated demands. This year the size of the Roster was reduced from 35 members to 28 members.
- In making 190 appointments and reappointments there were, by year end, a total of 358 appointees to the College's governing boards including the Roster of Adjudicators.
- Continued to process letters of appointment and emails to all appointees.
- Further refined appointment term tracking log, extending the lead time to consider and manage expiring terms.
- Introduced changes to the process of managing and considering incumbent and new-applicant submissions for expiring-term positions. (Please see Appendix B for the Appointments Process Map.)

## **2014/15 Expenses**

- No operating/capital grant or loan was provided to the Council during the reporting period.
- The Chair and other members of the Council were reimbursed for expenses incurred by attending meetings and in transacting the business of the Council in accordance with Treasury Board/Management Board Directives.
- The Ministry provided the Council, through its Secretariat, the necessary administrative services including reimbursement of all expenses.
- Total Council expenditures were \$20,407 (see Appendix A).

## Performance Measures

Key Performance Measures and Milestones/Deliverables Achieved:

- Received, processed and reviewed additional applications over the course of the year.
- Conducted 9 interviews for Board of Governors and Roster of Adjudicator positions.
- Convened seven Appointments Council meetings/interview sessions in addition to other, as-required, sector-specific sub-committee meetings.
- Met with the College's Board of Governors and Registrar, as needs demanded.
- Made appointments and reappointments to the College filling:
  - All 21 Board of Governors positions,
  - All 16 Divisional Boards positions,
  - 293 Trade Board priority positions, and
  - 28 positions on the Roster of Adjudicators.
  - See appendices D and E for Application and Appointments Data.
- Continued to make appointments to maintain mandated employer/employee appointee balance, and ensured that appointments reflect diversity to the extent possible based on applications received.
- Continued to publish College vacancies on the Council's website.
- Continued to communicate with the College's Board of Governors, regarding prioritization of appointment activity for the Board's list of Trade Boards; and stakeholder outreach to expand the pool of applicants for governance positions.
- Maintained Conflict of Interest log.

## Risk Assessment

Follow-up on 2014/15 Business Plan Risk Assessment is shown below:

Potential Risk	Impact (L/M/H)	Likelihood (L/M/H)	Risk Response (avoid, transfer, mitigate, accept)	Status 2014/15
Significant shifts in workforce composition	High	Low	<ul style="list-style-type: none"> <li>▪ Maintain close and frequent contact with partners and stakeholders</li> <li>▪ Monitor media and economic indicators</li> </ul>	<ul style="list-style-type: none"> <li>▪ No evidence of significant workforce composition shifts</li> </ul>
Appointments made by the Council are not made in accordance with Section 63 (10) of the <i>Ontario College of Trades and Apprenticeship Act, 2009</i> (OCTAA, or "the Act")	High	Low	<ul style="list-style-type: none"> <li>▪ Maintain open transparent processes: access, selection, complaints</li> <li>▪ College engages members and stakeholders</li> <li>▪ Outreach to attract suitable candidates</li> </ul>	<ul style="list-style-type: none"> <li>▪ Careful scrutiny of Union/Non-Union &amp; Employer/Employee and other criteria by the Appointments Council</li> <li>▪ When considering reappointments, review incumbents' profile and College composition</li> </ul>

## Operational Performance

The mandate of the Appointments Council is to make appointments to the governing structure of the Ontario College of Trades. The Council ensured that all twenty-one positions on the Board of Governors and all sixteen positions on the College's Divisional Boards were filled. On the Trade Boards, through new or renewed appointments, 293 of 414 priority-appointment Trade Board positions were filled.

To address positions with terms coming to their end date in 2015, and to consider appointments to open positions, the Council met seven times. Sector-specific sub-committees met on an as-needed basis, reviewing new and well-qualified on-file applications and discussing potential actions to reach out to new potential applicants.

While the College made a few adjustments to Trade Board sizes this year, the number and composition of Trade Boards remained unchanged.

By year end, roughly 85 per cent of activated "priority recruitment" Trade Board positions were filled while the Council continued to seek additional candidates to fill the positions needed to activate the remaining priority-assigned Trade Boards.

The Council has identified the need to expand recruitment activities to include proactive communication and engagement with tradespersons, their employers, industry stakeholders and the public.

## Financial Performance

The Appointments Council has no revenues and limited spending avenues (Council meetings and applicant interviews). Travel expenses closely reflected forecasts (see Appendix A).

# Appendices

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## Appendix A: 2014/15 Expenses

### College of Trades Appointments Council

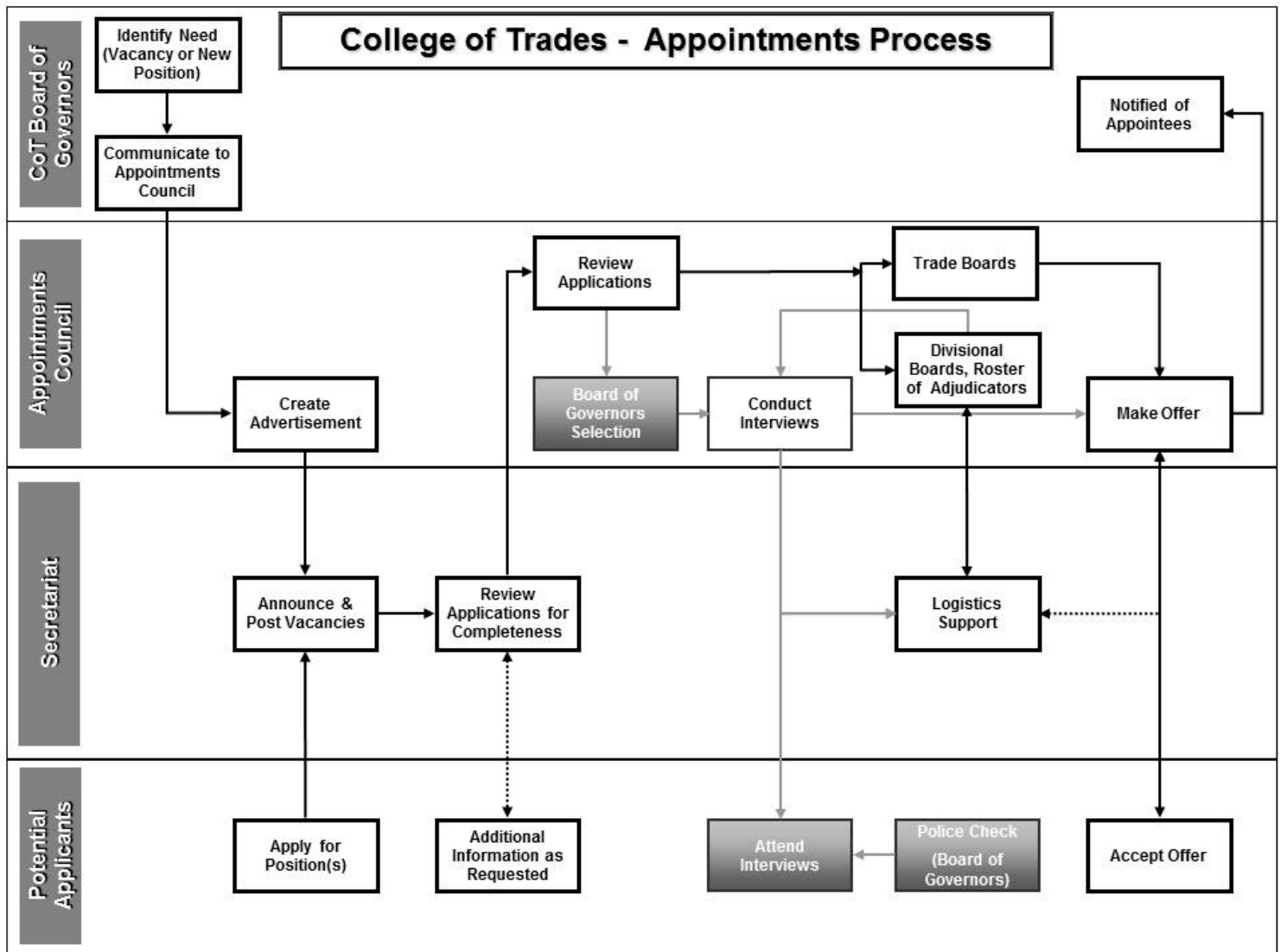
#### 2014/15 Expenses (\$)

April 1, 2014 to March 31, 2015

Expense	Projected Expense	Actual Expense	Actual vs. Budget Over (Under)
Travel & Accommodations	6,000	1,432	(4,568)
Per Diems	18,375	18,975	600
<b>TOTAL</b>	<b>24,375</b>	<b>20,407</b>	<b>3,968</b>

\*Note: The Council was operating at a deficit of two members throughout the fiscal year, with an additional unfilled Council position from May 2014 onward.

# Appendix B: Appointments Process Map



## Appendix C: Appointments Council Members

### **Tim Armstrong: Chair**

**Term:** July 14, 2011 to July 13, 2013 (extended); reappointed July 14, 2013 to July 13, 2015

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. A resident of Toronto, Mr. Armstrong has served on the Council since July 14, 2011.

### **Sue Allen**

**Term:** May 19, 2010 to May 18, 2012; reappointed May 19, 2012 to May 18, 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. Ms. Allen is also highly regarded as a gifted writer and inspiring public speaker. Ms. Allen has served on the Appointments Council since May 19, 2010.

### **Patrick Dillon**

**Term:** May 19, 2010 to May 18, 2013; reappointed: May 19, 2013 to 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. A resident of Hamilton, Mr. Dillon has served on the Appointments Council since May 19, 2010.

### **Hugh Laird**

**Term:** May 19, 2010 to May 18, 2013; reappointed: May 19, 2013 to 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. Mr. Laird has served on the Appointments Council since May 19, 2010.

**Gail Smyth**

**Term:** May 19, 2010 to May 18, 2013; reappointed: May 19, 2013 to 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. A resident of Kitchener, Ms. Smyth has served on the Appointments Council since May 19, 2010.

**Allan West**

**Term:** May 19, 2010 to May 18, 2012; reappointed May 19, 2012 to May 19, 2016

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 Builder's 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. A resident of Ajax, Mr. West has served on the Appointments Council since May 19, 2010.

**Norman Wolfson**

**Term:** May 19, 2010 to May 18, 2012; reappointed May 19, 2012 to May 19, 2015

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. A resident of Toronto, Mr. Wolfson has served on the Appointments Council since May 19, 2010.



## Appendix D: Application Data (as at March 31, 2015)

Appendix D - Table A<sup>1</sup>: Aggregate Applications

Number of Unique Applicants:

**4513**

	Total	CAAT <sup>2</sup>	Public	Constr'n	Industrial	Motive	Services
Board of Governors	1711	101	194	506	321	401	187
Divisional Boards	850			314	195	222	119
Trade Boards	3921			1437	852	1084	545
Roster	257			123	37	54	22
<b>Total</b>	<b>6739</b>	<b>101</b>	<b>194</b>	<b>2380</b>	<b>1405</b>	<b>1761</b>	<b>873</b>

(1) Aggregate numbers may not match due to applicant submission inconsistencies and omissions; (2) CAAT – College of Applied Arts and Technology.

Appendix D - Table B<sup>1</sup>: Aggregate Applicant demographics (per section 63 of OCTAA)

	Employer	Employee	Male	Female	Central	East	North	West	Small	Medium	Large	Union	Non-Union	French	Bilingual
Board of Governors	554	805	1521	185	841	195	140	444	747	295	507	639	897	3	71
Divisional Boards	342	417	770	75	410	100	68	245	342	153	300	357	448	1	51
Trade Boards	1070	2453	3553	362	1964	478	321	1050	1600	801	1284	1666	2000	14	166
Roster	108	110	233	18	104	24	24	72	82	41	73	102	102	2	16
<b>Total</b>	<b>2074</b>	<b>3785</b>	<b>6077</b>	<b>640</b>	<b>3319</b>	<b>797</b>	<b>553</b>	<b>1811</b>	<b>2771</b>	<b>1290</b>	<b>2164</b>	<b>2764</b>	<b>3447</b>	<b>20</b>	<b>304</b>

Notes to tables, above:

(1) Aggregate numbers may not match due to applicant submission inconsistencies and omissions.

## Appendix E: Appointments Data as at Fiscal Year End 2014/15

Appendix E – Table A: Total Appointed Positions mapped against Total Positions

APPOINTMENT GROUP	NUMBER OF POSITIONS		
	MAXIMUM (511)	FILLED (330)	REMAINING OPEN (181)
Board of Governors	21	21	0
Divisional Boards	16	16	0
Trade Boards*	474	293	181
Roster of Adjudicators	TBD by OCOT	28	TBD

\* Trade Board totals based on active-appointment Boards only. Boards for which recruitment is deferred (as per the College) are excluded.

Appendix E – Table B: Summary of Total Appointed Positions ( with Demographic Distribution)

Appointment Group	Appointments	Number of Trade Boards Appointed	EMPLOYMENT <sup>1,2</sup>				LANGUAGE <sup>2</sup>			GENDER		LOCATION <sup>2,3</sup>				BUSINESS <sup>1,2</sup>				Diversity **	TERM		
			Employer	Employee	Union	Non-Union	French	English	Bilingual	Male	Female	Central	Western	Northern	Eastern	Large	Medium	Small	1 year		2 years	3 years	
Board of Governors <sup>1</sup>	21		8	8	8	8	0	19	2	16	5	7	8	2	3	8	3	5	2	1	6	14	
Divisional Boards	16		8	8	9	7	0	16	0	14	2	10	2	1	3	11	3	2	4	0	7	9	
Trade Boards	293	47	142	151	166	127	1	266	26	263	30	141	92	32	36	129	69	95	40	28	57	208	
Roster of Adjudicators <sup>2</sup>	28		15	9	14	10	0	22	2	25	3	11	6	5	2	9	4	11	2	0	10	18	
<b>TOTAL</b>	<b>358</b>	<b>47</b>	<b>173</b>	<b>176</b>	<b>197</b>	<b>152</b>	<b>1</b>	<b>323</b>	<b>30</b>	<b>318</b>	<b>40</b>	<b>169</b>	<b>108</b>	<b>40</b>	<b>44</b>	<b>157</b>	<b>79</b>	<b>113</b>	<b>48</b>	<b>29</b>	<b>80</b>	<b>249</b>	

<sup>1</sup> Five Board of Governor positions (1 CAAT and 4 Public) are excluded from Employment and Business category data. <sup>2</sup> The four Roster of Adjudicator Appointees from the Ontario Labour Relations Board are excluded from Employment, Language, Location, Business and Diversity data categories. <sup>3</sup> Some appointees represent more than one area.

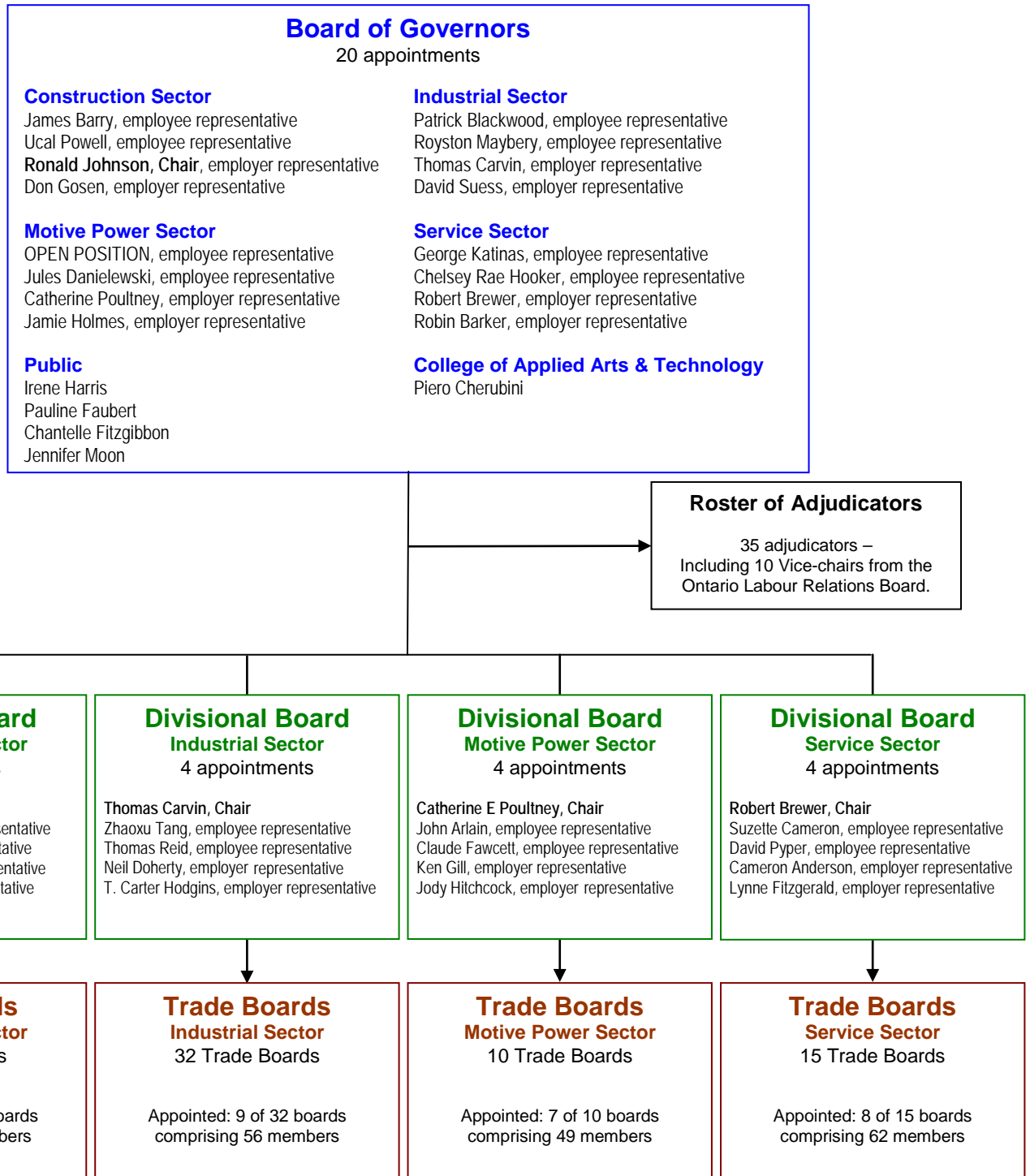
Appendix E – Table C: Summary (with Demographic Distribution) of Appointments Made over Fiscal 2014/15

Appointment Group	Appointments	Number of Trade Boards w/ 2014/15 Appointments	EMPLOYMENT <sup>1,2</sup>				LANGUAGE <sup>2</sup>			GENDER		LOCATION <sup>2,3</sup>				BUSINESS <sup>1,2</sup>				Diversity <sup>**</sup>	TERM		
			Employer	Employee	Union	Non-Union	French	English	Bilingual	Male	Female	Central	Western	Northern	Eastern	Large	Medium	Small	1 year		2 years	3 years	
Board of Governors <sup>1</sup>	12		5	3	4	4	0	12	0	9	3	4	4	1	2	5	1	2	1	0	4	8	
Divisional Boards	5		2	3	4	1	0	5	0	5	0	3	1	1	0	3	2	0	1	0	2	3	
Trade Boards	162	23	79	83	109	53	0	149	13	150	12	81	45	25	20	74	39	49	10	3	16	143	
Roster of Adjudicators <sup>2</sup>	11		4	2	2	4	0	11	0	9	2	4	2	0	0	1	0	5	2	0	6	5	
<b>TOTAL</b>	<b>190</b>		<b>90</b>	<b>91</b>	<b>119</b>	<b>62</b>	<b>0</b>	<b>177</b>	<b>13</b>	<b>173</b>	<b>17</b>	<b>92</b>	<b>52</b>	<b>27</b>	<b>22</b>	<b>83</b>	<b>42</b>	<b>56</b>	<b>14</b>	<b>3</b>	<b>28</b>	<b>159</b>	

<sup>1</sup> Five Board of Governor positions (1 CAAT and 4 Public) are excluded from Employment and Business category data. <sup>2</sup> The four Roster of Adjudicator Appointees from the Ontario Labour Relations Board are excluded from Employment, Language, Location, Business and Diversity data categories. <sup>3</sup> Some appointees represent more than one area.

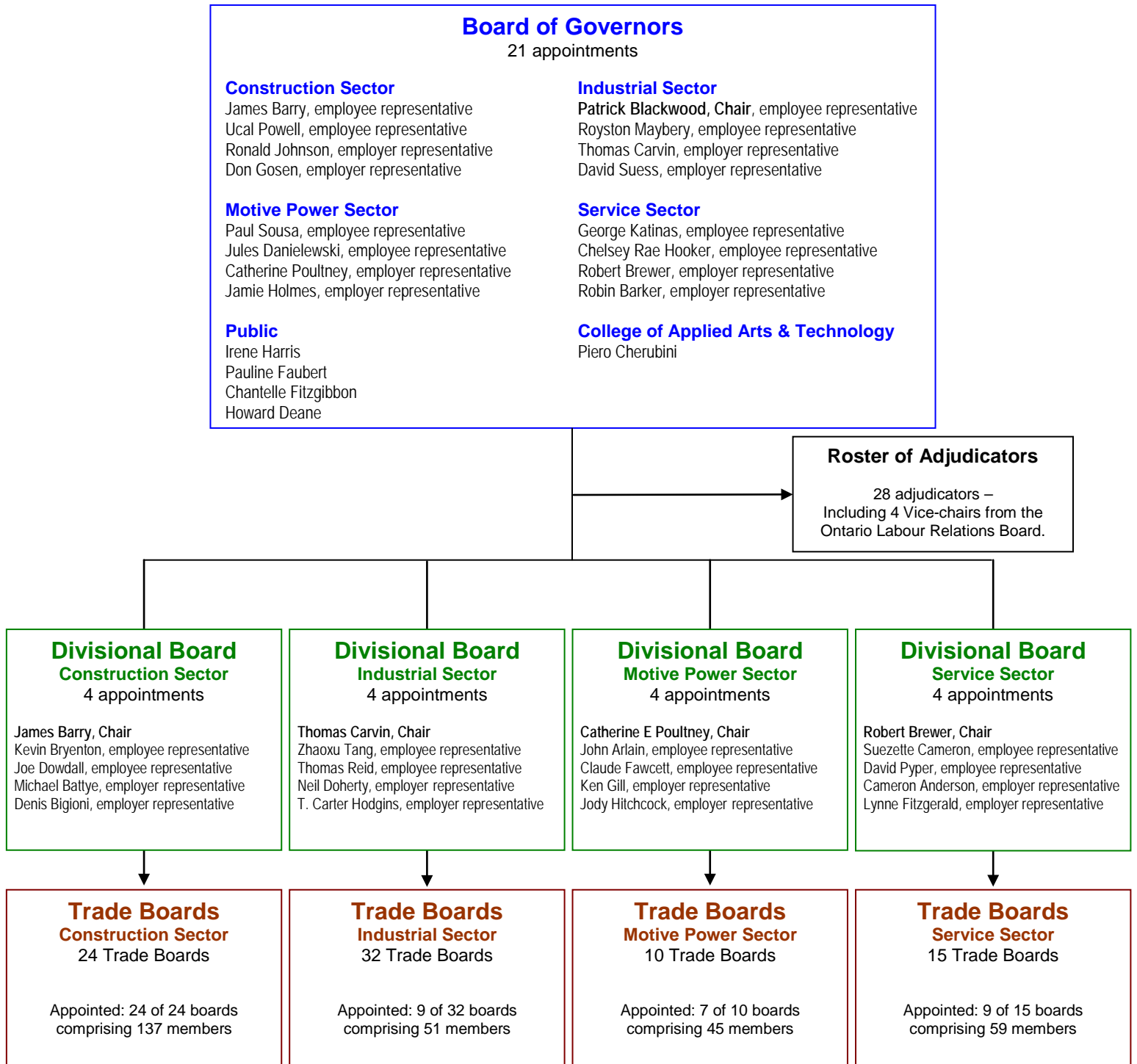
# Appendix F: College Governing Structure Appointments

## Governing Structure as at BEGINNING OF FISCAL 2014/15:



The Appointments Council convenes four sector-specific subcommittees from their membership to discuss and review Trade and Divisional Board vacancies and applications and to recommend (when appropriate), to the full Council, suitable candidates for appointment. The subcommittees have considered all applications. The Council appointed all applicants deemed qualified.

## Governing Structure as at FISCAL YEAR END 2014/15:





# **College of Trades Appointments Council**

## **A Provincial Agency of the Government of Ontario**

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