

MULTI-YEAR BUSINESS PLAN 2015/16 TO 2017/18

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



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Table of Contents

Executive Summary	1
Mandate and Contributing Factors.....	2
Contributing Factors.....	3
External Factors	3
Internal Factors	3
Overview of Programs and Activities.....	5
Key Deliverables	6
A Network of Linkages	6
Operational Activities.....	6
Manage Expiry Appointment Terms	7
Manage the Appointments Council's Website	7
Business Obligations and Processes.....	8
Strategic Directions.....	10
Key Initiatives	10
Initiatives Involving Third Parties	10
Performance Measures	11
Resources.....	12
Fiscal Resources	12
Human Resources	12
Resources Needed to Meet Goals and Objectives.....	12
College of Trades Appointments Council Secretariat:.....	12
Information Technology / Electronic Service Delivery Plan.....	14
Risk Assessment.....	15
Appendices	16

Appendix A: Financials..... 17

Appendix B: *Ontario College of Trades and Apprenticeship Act, 2009*
– Section 63..... 19

Appendix C: Agencies and Appointments Directive..... 20

Appendix D: Appointments Council Member Profiles 21

Executive Summary

This is the sixth Business Plan for the College of Trades Appointments Council ('Appointments Council' or 'Council'), which began operation in July of 2010. During the previous 2014/15 fiscal year, Council focused on priority appointments identified by the Ontario College of Trades' (College) Board of Governors (Board) through the College's Chief Executive Officer (CEO). It conducted targeted recruitment to fill vacancies on the Board and appoint new members to Trade Boards that were identified as a priority. Vacancies arising from expiring terms, resignations and removals by the Board were addressed in a timely manner to appoint qualified candidates in support the College's mandate. By the end of the fiscal year, the Council had identified outreach to potential appointees as one of its key priorities for the upcoming year.

Over the next three years, starting in 2015/16, the Appointments Council will continue to make on-going appointments to the College's governing structure including the Roster of Adjudicators as prescribed by Section 63 of the *Ontario College of Trades and Apprenticeship Act, 2009* while addressing priority appointments and expiring member terms. In the 2015/16 fiscal year, Council will also focus on:

- Executing a targeted, systematic and strategic outreach campaign to attract more qualified applicants for all positions across the College's governing structure. This will be done in collaboration with the College and the Ministry of Training, Colleges and Universities and will involve evaluations by Council of the strategy's effectiveness, making necessary adjustments as required.
- Continuing to enhance its recruitment processes by: creating tailored, separate application forms for each level of governance and the Roster of Adjudicators, and ensuring timely, written acknowledgements are provided to each applicant to confirm receipt of applications.
- Maintaining its cooperative relationship with the College through the Chair of its Board and the CEO, requesting meetings and periodic updates at Council meetings as needed.
- Fulfilling the new requirements, as a provincial agency, under the new Agencies and Appointments Directive (AAD) effective April 1, 2015.

On March 31, 2015, the Council completed its fifth year, achieving its 2014/15 goals as outlined in the 2014/15 Business Plan. Over the course of 2015, the Council will continue with the directions established in 2014/15 and as projected and outlined in the 2015/16 to 2017/18 Business Plan.

Mandate And Contributing Factors

Background

The foundation of the College of Trades Appointments Council's mandate is found within the *Ontario College of Trades and Apprenticeship Act, 2009*. In compliance with the Act and the Agencies and Appointments 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 defines the College of Trades Appointments Council and stipulates that the Appointments Council shall comprise 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 College:

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

The Appointments Council's activities are defined by the Act (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 governing

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*

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.

Contributing Factors

Within the context of its mandate, the Council is required to engage the public, stakeholders and individuals to fill open positions. To fulfil the demographic and other legislated requirements of the Act in making appointments, Council must continuously review the structure and movement of Ontario's workforce and workplaces with respect to the trades, apprenticeship training and certification. The following are some factors which impact Council's work:

External Factors

- **Public and Stakeholder support for the Ontario College of Trades.**
- **Ontario College of Trades:** Directs the Appointments Council as to defining the priority appointments, the number of appointments required and new appointment positions being created.
- **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 need to be reflected in governance appointments.
- **Public Issues and Concerns Regarding the Trades:** Public sensitivities may generate pressures on the trades and 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 the Council moves ahead with further appointments.
- **Federal Initiatives:** Employment and Social 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 and Employment Insurance supports.
- **Other Provinces' Initiatives:** Other provincial governments' apprenticeship programs may affect public perceptions Ontario's skilled trades sector.

Internal Factors

- **Appointments Council Membership:** Timely appointments to fill vacancies necessary

to maintain momentum and quorum.

- **Regulations or Legislation:** Regulations and legislation 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 of Ontario Act 2006*, the Ontario Public Services Security and Information and Information Technology Directives, the new Agencies and Appointments Directive and other similar policies 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 for the listing and delisting of trades. As well, the Appointments Council has direct reporting accountability to the Minister.
- **The Agencies and Appointments 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 administrative support functions.

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.

As the 2015/16 fiscal opens, Council will focus on developing and executing a targeted outreach campaign to effectively solicit more applications to the College's governing positions. The goal is creation of a pool of applicants for all positions across the College's governing structure including the Roster of Adjudicators. New outreach techniques and tactics will be combined with those which have proven to be effective in the past. Outreach to populate Trade Boards that currently have no appointees will be part of the goal.

Working with the College and the Ministry of Training, Colleges and Universities, Council will compile a stakeholder list for all sectors: construction, industrial, motive power and service sectors. Key messaging will be developed, in coordination with the College and the Ministry, for distribution through multiple channels including: email blasts, the Council's website, the College's newsletter.

During the fiscal year, Council will seek periodic meetings with the Chair of the Board and the CEO as needed, as well as updates at Council meetings. Discussions will include: priority appointments, expiring member terms and feedback on the appointment process. Council will continue to enhance its recruitment process balancing consideration of incumbents and new qualified applicants to ensure appropriate representation across the governing structure.

The recently implemented Agencies and Appointments Directive (AAD), replacing the Agency Establishment and Accountability Directive (AEAD), places new requirements on Council as a provincial agency. These include: posting agency documents and member expenses on the Council's website; periodic reviews of Council's mandate; mandatory training for the Chair and other Council members.

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

- implementing the targeted outreach strategy as early as possible during the 2015/16 fiscal year and monitoring its results;
- continuously improving the Appointments Council website to ensure current information is accessible to stakeholders, potential applicants and the public by effectively communicating the College current vacancies, upcoming vacancies and information on how to apply;
- continually fine-tuning strategies to address the high volume of projected upcoming vacancies across the College governing 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 governing structure;
- 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

A Network of Linkages

The Council's communications comprise two primary objectives – stakeholder engagement and recruiting. 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 CEO, governing structure, key stakeholders and partners. This contact provides the 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 have made outreach to individuals, industry associations and organizations promoting the College and spreading word about opportunities to serve on the College's governing structure. Secretariat staff working with 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.

The Council will also approach the College about being featured in its newsletter with information about the Appointments Council, its on-going recruitment and vacancies.

To date, communications have taken place primarily through e-mails and the Council's website.

Operational Activities

- Outreach and communications:
 - Review current and potential outreach activities to stakeholders
 - Develop and execute a targeted marketing strategy to solicit more applications to create a viable pool of qualified candidates
 - Monitor results of campaign to identify gaps and make adjustments as required
- Building on Council's industry contacts, collaborate with the College and the Ministry of Training, Colleges and Universities to consolidate stakeholder lists
- Enhancing Council's recruitment processes:
 - Clarify the application form by streamlining the process for each board type

- and the roster
 - Ensure applicants are given clear, complete information about the vacant positions and the relevant responsibilities and qualifications
 - Improve responsiveness to applicants by clarifying steps and timelines
 - Providing a timely, direct, written acknowledgement to confirm receipt of applications while maintaining automated acknowledgement function on Council's website
- Orientation of new Council members:
 - Develop orientation material to include:
 - Council meeting minutes
 - Council's Operational Manual/Meeting Guidelines
 - Process Maps and inventory of appointees
 - MOU, Annual Business Plan and Annual Report
 - Agencies and Appointments Directive
 - Other Relevant Legislation – *Ontario College of Trades and Apprenticeship Act, 2009, Public Service of Ontario Act 2006, O. Reg 381/07, the Freedom of Information and Protection of Privacy Act and the Archive and Records Keeping Act, 2006*
 - Website Orientation
- Managing Appointments and Expiring Terms:
 - Respond to appointment priorities and adjustments to Trade Board sizes identified by the College's Chair and the Registrar and CEO.
 - Identify and address recruitment/appointment gaps in a timely manner.
 - Inform appointees, unsuccessful candidates and the College of Council's decisions.
 - Identify and track upcoming expiring members terms 6 months in advance using existing tracking mechanisms and notification procedures.
 - Review and refine process for filling vacancies due to term expirations, 2016/17.
 - Solicit confirmation of incumbent interest and qualification for appointment renewal.
 - Solicit/consider new applicants for the upcoming expiring terms and conduct interviews as required.
 - Review and continuously improve application and appointments processes.
 - Review and refine process of recording, storing and archiving applicants' and appointees' data.
- Managing 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 timely information on upcoming vacancies from expiring terms for board positions and the roster

- Provide an opportunity for feedback and input
- Maintain prominent link to the Ontario College of Trades website for current appointments and other College information
- Maintain relationship with the College to ensure information is aligned
- Post governance documents and Council members' expense information

Business Obligations and Processes

- **Develop, Submit and Post Multi-Year Business Plans:**
 - Finalize Three-Year Plan 2015/16 – 2017/18
 - Post 2014/15 Plan to Council's website
 - Draft Three-Year Plan 2016/17– 2018/19
- **Develop, Submit and Post Annual Reports:**
 - Finalize 2014/15
 - Post Annual Report to Council's website
 - Draft 2015/16 (at 2015/16 Fiscal Year End)
- **Memorandum of Understanding (MOU):**
 - Post MoU to Council's website
- **Member Expense Reports:**
 - Post individual members' expense information to Council's website
- **Review Business Processes:**
 - Meetings and communications protocols
 - Process maps – appointments, reappointments, interviews, reference and police checks as applicable
- **Manage Compliance with Statutory Obligations:**
 - Review and comply with obligations under the *Public Service of Ontario Act 2006*, O. Reg. 381/07 (Conflict of Interest), the Agencies and Appointments Directive, the *Freedom of Information and Protection of Privacy Act* and the *Archive and Records Keeping Act, 2006*.

Strategic Directions

Key Initiatives

Stakeholder Identification and Engagement: Appointments should demonstrate an 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 on-going communications with the College supports timely and appropriate appointments.

Working with key stakeholders to make known and recruit for vacant Ontario College of Trades governing structure positions: There are numerous organizational stakeholders with whom solid communication ties can enrich the pool of appointments applicants and 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 College's governing structure, particularly its Trade Boards, and staff who work directly with industry stakeholders continue to be 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 size and diversity of the pool of stakeholders identified, the number of recruitable stakeholders engaged /contacted (directly and indirectly), the number of applications submitted for all positions, 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 CEO at least twice a year to:
 - review upcoming expiring terms and reappointment considerations;
 - discuss priorities concerning Trade Board appointments;
 - ensure activities are aligned (outreach priorities) and collaborate where appropriate;
- unplanned vacancies are filled promptly;
- linkages with trade and stakeholder groups are established and maintained;
- adjust and maintain recruitment, application and appointments processes factoring in feedback received as appropriate;
- number of unsolicited applications received;
- number of enquiries received from the general public and tradespersons regarding application and appointment process ;
- timely responses to enquiries, complaints and/or appropriate referrals;
- review/modify process for assessing suitability of incumbents for reappointment consideration;
- maintain a Conflict of Interest log;
- maintain and update the Council website incorporating feedback from the College, stakeholders and the public.

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 paid staff, so there are no budgetary or human relations management factors to manage. The Council is supported by the College of Trades Appointments Council Secretariat.

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, three program and policy advisors, and administrative supports are assigned on a part-time basis. The Senior Manager of the Program Development Unit also provides additional guidance and support. 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 and/or remote subject matter expertise at sub-committee meetings as appropriate;
- Process: provides advice on governmental and agency obligations and processes; and,
- Appointments:
 - Applications: collects, records and screens applications of positions to the College's governing structure; provides advice and feedback on appointments process, position descriptions; advice on approaching position openings, volume, tracking and queries related to applications submitted; provides analysis on aggregate application submissions and statute-specified demographics; updates application forms as required;
 - Interviews, and Appointment Notifications: attends Council meetings and provides support as required; arranges and manages candidate interviews; conducts due diligence (application screening, reference checks); manages

appointment confirmation processes, documents and records and notifies appropriate Ontario College of Trades liaisons; and,

- Outreach and Communications: consolidates, maintains and updates stakeholder, agency and media e-mail/ mailing lists, checking for accuracy and completeness; drafts messaging for outreach - email blasts as required; 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:

- On behalf of the Appointments Council the Secretariat:
 - Maintains and enhances the Appointments Council website;
 - Maintains a database functionality and appointments-related links and information;
 - Maintains the Appointments Council email account.
 - The Secretariat is 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.
- E-mail services is maintained 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 updated 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)
			<ul style="list-style-type: none"> ▪
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
			<ul style="list-style-type: none"> ▪

Appendices

Appendix A: Financials

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

Appendix C: New Agencies and Appointments Directive

Appendix D Appointments Council Member Profiles

Appendix A: Financials

Three-year expense projection:

	2015 / 16			2016 / 17			2017 / 18		
	#	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: Agencies and Appointments Directive

Business plans are an important requirement for accountability under the Agencies and Appointments Directive (ADD), 2015 issued by MGS. It is applicable to all agencies, boards and commissions. Under this directive all provincial 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.

ANNUAL BUSINESS PLAN

Annual 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 and the approval has been documented in writing. A business plan is for a three-year period or longer and is prepared every year.

The requirements for business plans include the following, if applicable:

- 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 annual business plan is to be submitted to the Ministry's Chief Administrative Officer or equivalent within three months prior to the fiscal year-end. (See *Guide to Developing Provincial Agency Business Plans* for further details.)

Appendix D: Appointments Council Member Profiles

Chair (vacant as of January 1, 2016)

Karyn Brearley (May 27, 2015 – May 27, 2018)

Karyn Brearley is CEO and Executive Director of the Yves Landry Foundation and has more than 15 years executive level leadership experience within the education environment. Her career has taken her to adult education in the private, public sector and now, not-for-profit. She strongly advocates for life-long learning, choosing careers in the trades, and encouraging young women to consider the skilled trades as viable career options. She has served on the MTCU Apprenticeship Awards Committee, the Canadore College Board of Governors, and is currently serving on the University of Ontario Institute of Technology Board of Governors.

Patrick Dillon (May 19, 2010 – May 18, 2016)

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 served on the Appointments Council since May 19, 2010.

Ian Thomas Howcroft (May 27, 2015 – May 27, 2018)

Ian Howcroft is the Vice President of the Ontario Division of Canadian Manufacturers & Exporters (CME). He joined CME (formerly the Canadian Manufacturer's Association) in 1988 as an Employee Relations Policy Advisor. Mr. Howcroft is a member of the Post-Secondary Education Quality Assessment Board. His professional memberships include Ontario Centres of Excellence, the Centre for Workplace Skills and Skills Canada. He holds an Honours Bachelor of Arts degree from McMaster University and a Bachelor of Laws degree from the University of Western Ontario.

Hugh Laird (May 19, 2010 – May 18, 2016)

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.

Gail Smyth (May 19, 2010 – May 18, 2016)

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 served on the Appointments Council since May 19, 2010.

Allan West (May 19, 2010 – May 18, 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 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 served on the Appointments Council since May 19, 2010.

Teresa Weymouth (May 27, 2015 – May 26, 2018)

Terry Weymouth is an experienced Unifor National Skilled Trades Union Education Coordinator and a 309A Construction and Maintenance Electrician Journeyman. She brings a passionate commitment and advocacy for the promotion of trades, through both education and by example. Ms. Weymouth regularly helps deliver opportunities for Canadians to engage in skills training and pre-apprenticeship programs. Her community involvement includes serving as a member of the Women's Enterprise Skills Training "We Succeed Beyond the Status Quo" Advisory Committee, the Canadian Association of Women in Construction, Level Best Women's Advancement Project Advisory Committee, and as a board member of the Welcome Centre Shelter for Women.

Norman Wolfson (May 19, 2010 – May 18, 2016)

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 served on the Appointments Council since May 19, 2010.