

ANNUAL REPORT

2015/16

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

Published by:

The College of Trades Appointments Council
400 University Avenue, 10th Floor,
Toronto ON M7A 1T7

Cite this publication in the following format:

College of Trades Appointments Council (2015). *Annual Report 2015-16*. Toronto:
College of Trades Appointments Council.

College of Trades Appointments Council

Table of Contents

- The Council's Message 1
- 1.0 Mandate..... 2
- 2.0 The Council's Sixth Year 3
- 3.0 Activities – 2015/16..... 4
 - The Council 4
 - Outreach..... 4
 - Appointments..... 5
 - Performance Measures 6
 - Directive Requirements 6
- 4.0 Finances 7
- 5.0 Appendices..... 8
- Appendix A: Summary of Previous Years' Activities 9
 - 2014/15 9
 - 2013/14 9
 - 2012/13..... 10
 - 2011/12 10
 - 2010/11 - Inaugural Year 10
- Appendix B: Appointments Process Map..... 11
- Appendix C: College of Trades Appointments Council Member Profiles 12
- Appendix D: Application Data (as at March 31, 2016) 15
- Appendix E: Appointments Data as at Fiscal Year End 2015/16 16

The Council's Message

We are pleased to submit our 6th annual report. In accordance with the Agency and Accountability Directive, the 2015/2016 Annual Report outlines the activities and resources employed in fulfilling our mandate.

The College of Trades Appointments Council ("Council") has seen a number of changes with respect to the Ontario College of Trades ("College") and has been preparing for its next developmental steps. Tim Armstrong, the Council's Chair since 2011, stepped down in December 2015, after over five years of leading and working with colleague Council members to develop the first framework and systems for making appointments to the College's governing boards and roster of adjudicators.

In anticipation of this transition in our next fiscal year, the Council has worked at developing new orientation materials, and has reviewed and updated systems and processes for outreach and candidate selection. This included a revision of the College governance application from its original format, using feedback and lessons-learned since the first appointments.

During 2014/15, we identified the need to 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 we approach the first round of six (and maximum) consecutive-year appointments to the governance structure, efforts to broaden our outreach to increase the breadth, and depth of applications need to intensify as well. To address this, the Council struck an outreach subcommittee to examine channels, methodologies and activity intensity that may be needed to substantially increase the frequency of governance applications. A number of recommendations were adopted, including a redesign of our website, the creation of a LinkedIn presence and the pursuit of increased outreach collaboration with the College.

Just as the Council welcomed new members Karyn Brearley, Ian Howcroft and Teresa Weymouth, in May of 2015, we would like to acknowledge the May 2016 departures of the last of the original Council members: Patrick Dillon, Hugh Laird, Gail Smyth, Allan West and Norman Wolfson.

We wish to thank these founding members for their profound commitment and would further extend our thanks to all former Council members and Chairs for their contribution to the Council's work. Future Councils have been left with a solid foundation from which to build and evolve as the Council's second generation moves forward in making the governance appointments to the College which support the College's ability to best address its mandate.

1.0 Mandate

Ontario College of Trades and Apprenticeship Act, 2009

As outlined in Section 63 of the *Ontario College of Trades and Apprenticeship Act, 2009* (“Act”), the Council shall comprise a chair and eight other members¹ appointed by the Lieutenant Governor in Council. Council’s mandate, as outlined in the Act, is to appoint to the College:

- Members of the board of governors;
- Members of divisional and trade boards; and,
- Members of the roster of adjudicators.

The Council must ensure that employers and employees are equally represented on the board of governors, divisional boards and trade boards while taking into account the importance of reflecting the following demographic characteristics across the governing structure of the College:

- Ontario’s English and French duality;
- The diversity of Ontario’s population;
- Gender balance;
- Representation from unionized, non-unionized, large, medium and small business environments; and,
- The various geographic areas of Ontario named in a board regulation.

The Council may only make appointments to positions that are open through term expiry, resignation/removal of an appointee or through the creation of a new position, i.e. trade boards, by the College in accordance with the Act. The Council relies on the College to be kept informed of resignations/retirements from governance positions, the size of trade boards and clustering of trades.

¹ See Appendix C: College of Trades Appointments Council Member Profiles

2.0 The Council's Sixth Year

In 2015/16, Council made a total of 146 appointments and reappointments. By year end, there was a total of 364 board of governors, divisional board, trade board and roster of adjudicators positions filled, representing the highest number of active appointments to date.

There were several significant events for the Council in 2015/16 – representing a number of changes and a precursor for the next few years. With respect to the Council itself, it welcomed three new members – Karyn Brearley, Ian Howcroft and Teresa Weymouth (whose brief biographies can be found in Appendix C). This brought the Council to its full complement for most of the year. Additionally, Council Chair, Tim Armstrong, stepped down in December.

In May 2016, the terms and service of the last five original Council members will come to a close as they reach their statutory six consecutive-year limit. Just as the last of the original Council members will have reached their service limit, many appointees to the College's governance will, in 2018, begin to reach that same plateau. In anticipation of this, the Council has continued to improve outreach activities to encourage new applicants for the College's board of governors, divisional boards, trade boards and roster of adjudicators.

Another of the year's significant events was the undertaking of the "Dean Review". To support the success of the College, Ontario appointed former Secretary of Cabinet and head of the Ontario Public Service, Tony Dean, to review key areas of Ontario's skilled trades system within the mandate of the College. Over the course of the review, the College declared a moratorium on adjudicator-related activities. In consideration, the Council similarly reduced its own activity with respect to adjudicator appointments.

In keeping with prior years, the Council remained focussed on developing new, and refining established processes to better manage and evaluate (re)applications and appointment terms that are approaching their end date. Outreach activities were largely targeted at stakeholder organizations (associations, corporations, unions, and publications) that had broad or deep-rooted contact with trades work or training. Direct connection to individuals was sought in communications through the aforementioned groups, through the College's own newsletter, staff interaction with standing governance appointees, the Council's website and its newly developed LinkedIn page and profile.

Feedback from a number of stakeholders, applicants and observations on the part of the Council suggested a need to review our practice of requiring all applicants to use the same form, regardless of the position applied for. By year end, a base template redesign was approved, along with a tailored board of governor-specific application. Similar forms for divisional board, trade board and roster of adjudicator applications will be completed next year, at which time all of the new forms will be implemented. Feedback also drove the total redesign of the Council website providing greater transparency through added or improved access to information on vacant positions and appointment term-end dates.

3.0 Activities – 2015/16

The Council

- At the start of 2015/16, six of nine Council positions were filled.
- In May 2015, three new members were appointed, bringing the Council to its full complement.
- At year-end, there was only one open Council position.
- The Council convened seven full-Council meetings, while sub-committees met separately to discuss sector-specific issues and appointments.
- See Appendix C for a list of Council members.

Outreach

- The primary recruitment vehicles in 2015/16 continued to be the Council website (note the site's complete redesign), and conversations with the College to explore ways the College could assist the Council in broadcasting its outreach efforts. College staff worked with governance members to engage their colleagues and contacts and to encourage applications for positions on the College's governing structure (through the Council). The Council and the College had continuing discussions on how the College might utilize its internal communication channels and website to publicize governance vacancies.
- Council established an outreach subcommittee to examine and recommend outreach activities, which led to initiation of the following:
 - Complete restructure and redesign of the website, making it easier to find key information (vacancies and current appointee-term dates) and more intuitive to navigate.
 - Development and implementation of a Council LinkedIn account and page.
 - Building of a more robust stakeholder database (comprising roughly 400 trade/industry contacts and over 900 media contacts).
 - Direct conversations with a number of stakeholders to enlist their support in encouraging tradespersons and trades employers to participate in the College's governance.

Appointments

In 2015/16, the Council made 103 total appointments comprising 43 new appointees and 60 reappointments of incumbents whose terms were expiring. At year end, there were a total of 364 appointees to the College's governing boards, including the roster of adjudicators.

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 interests and governance of trades without, or not assigned to, an existing trade are managed by the trade's divisional board. The Council continues to encourage the College to achieve the previously anticipated trade board refinements anticipated in 2016/17.

- At the end of 2014/15, there were 257 total trade board positions open (including 181 designated as "priority-focus" by the College), most of which continued to belong to boards comprising trades that, historically (pre-College), had not had representation on similar bodies (Industry Committees or Provincial Advisory Committees).
- By 2015/16 fiscal end, the number of open trade board positions was down to 246, of which 172 were on priority-focus trade boards (see Appendix E – Table A).

For the third consecutive year, the total number of trade boards, as identified by the College to the Council as requiring priority attention, remained unchanged at 81 across all sectors. The maximum number of trade board appointment positions also remained consistent at 550 (474 of which belonged to priority-focus boards).

Additional appointments-related activities and information:

- Redesign of a single application form to create separate tailored forms reflecting the unique requirements, roles and responsibilities for board of governors, divisional board, trade board, and roster of adjudicators positions.
- Continued collaboration with the College on information flow with respect to appointments.
- Improved reporting and tracking mechanisms for applications, appointments and outreach including appointment term-end tracking and flagging, so as to extend lead time to consider and manage new applications and the appointment process.
- Suspension of reappointments to the Council's roster of adjudicators while the Dean Review was underway, along with the College's moratorium on adjudicator-related activities (trade classification reviews and apprentice/journeyperson ratio reviews).
- Continued processing of letters of appointment and emails to all appointees.

- See Appendix B for the Appointments Process Map.

Performance Measures

The Council recognizes that the performance or organizational performance measures reported until now have been activity-based, both quantitative and qualitative. In this upcoming year, the Council is undertaking to establish true performance measures with a view to develop benchmarks which will lead to identifying areas for improvements.

Directive Requirements

The Agencies and Appointments Directive is a Management Board of Cabinet Directive, issued under the *Management Board of Cabinet Act*. As a non-board-governed regulatory agency of the government, the Council's mandatory requirements include:

- Multi-Year Business Plan;
- Annual Report;
- A Memorandum of Understanding ("MOU");
- A Risk Assessment Evaluation;
- A Mandate Review;
- Compliance Attestation; and
- Public posting of documents including: MOU, Business Plans, Annual Reports, Members Expense Information.

4.0 Finances

Members of the Council receive per diems for activities such as meetings and meeting preparation. They are also reimbursed for expenses incurred through these activities, such as travel and meals. The Council's administrative needs are provided by the Ministry.

Expense	Forecast	Actual Expense	Actual vs. Budget Over (Under)
Travel	6,000	1,853	(4,147)
Per Diems	18,375	15,848	(2,527)
TOTAL	24,375	17,701	(6,674)

5.0 Appendices

APPENDIX A: SUMMARY OF PREVIOUS YEARS' ACTIVITIES	9
APPENDIX B: APPOINTMENTS PROCESS MAP	11
APPENDIX C: COLLEGE OF TRADES APPOINTMENTS COUNCIL MEMBER PROFILES	12
APPENDIX D: APPLICATION DATA (AS AT MARCH 31, 2016).....	15
APPENDIX E: APPOINTMENTS DATA AS AT FISCAL YEAR END 2015/16	16

Appendix A: Summary of Previous Years' Activities

2014/15

The Council's priority was to continue with the work set in place in prior years by applying newly developed processes and further refining those involved with (re)applications and 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. To that end, application forms were revised and public access to information on vacant positions and term-end dates was improved.

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, this year from 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. The Council continued to encourage the College to review the list of trade boards to ensure that trade boards are aligned with the corresponding trades' activities and needs.

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 to clearly differentiate the roles of the College and the Council. The website's presentation was also made cleaner, more consistent and more visually appealing.

A total of 151 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.

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. Council made 70 total appointments (56 new appointments and 14 reappointments to boards; 11 adjudicator appointments).

The College instructed the Council to adjust the list of trade boards, and the ones which were identified as requiring priority attention, reducing the number of trade boards from 111 to 81, and the number of trade board appointment positions from 576 to 472.

By year end, 297 of 472 trade board positions had been filled.

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.

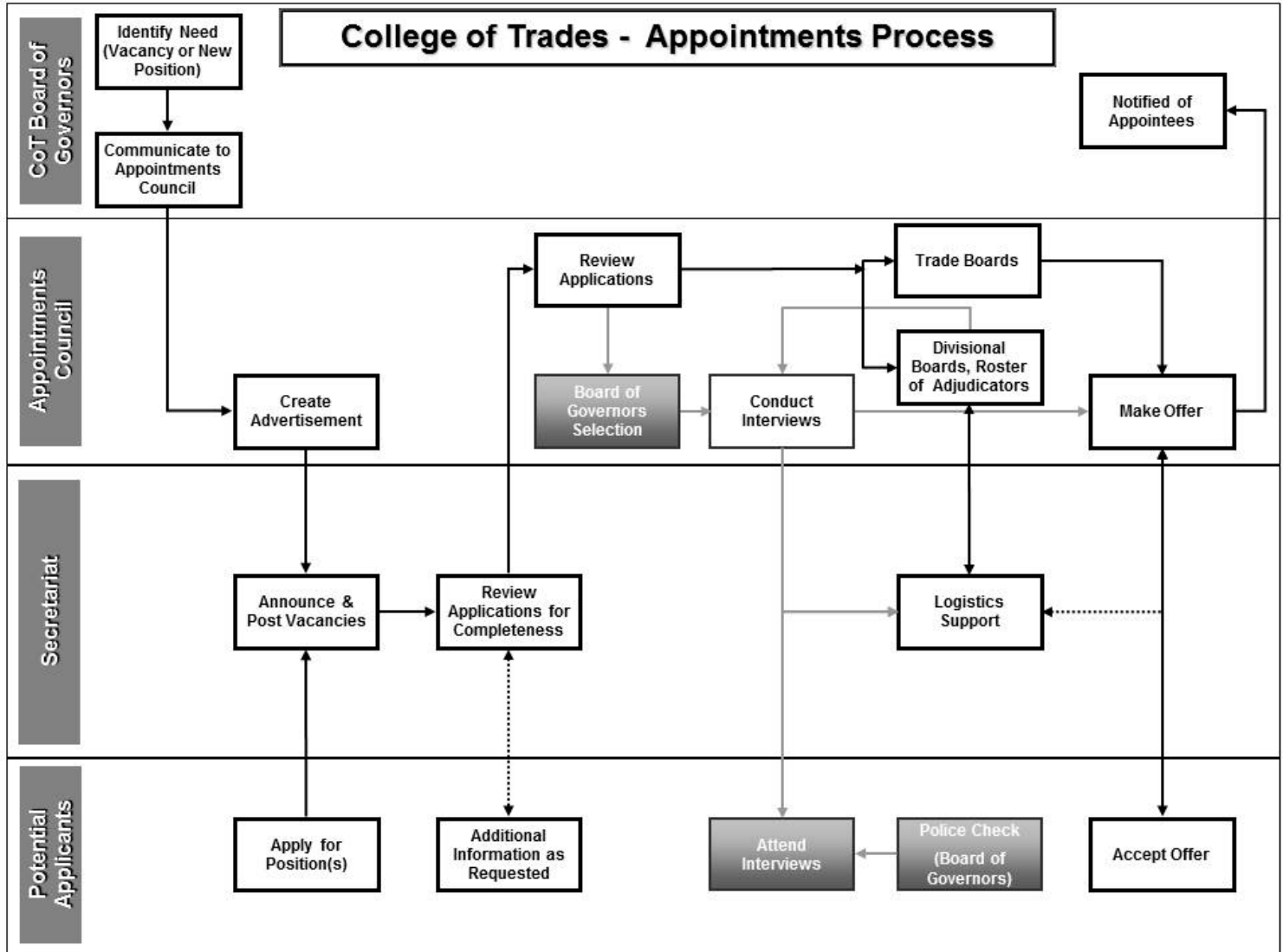
By year end, there remained 312 unfilled positions on various trade boards. Many of these positions were on boards which saw very few, if any, applications. The College committed to reviewing unfilled boards and positions to determine the ones for which the Council should continue to pursue applicants.

2010/11 - Inaugural Year

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;
- Stakeholder outreach;
- Application requirements, procedure and design;
- Application solicitation, receipt and organization; and
- The Council website.

Appendix B: Appointments Process Map



Appendix C: College of Trades Appointments Council Member Profiles

Tim Armstrong: Chair (July 14, 2011 to December 23, 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 served on the Council since July 14, 2011.

Karyn Brearley (May 27, 2015 to May 26, 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 and 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 Ministry of Training, College and Universities' Apprenticeship Awards Committee, the Canadore College Board of Governors, and is currently serving on the University of Ontario Institute of Technology Board of Governors. A resident of Georgetown Ontario, Ms. Brearley has served on the Council since May 27, 2015.

Patrick Dillon (May 19, 2010 to 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. A resident of Hamilton, Mr. Dillon has served on the Council since May 19, 2010.

Ian Thomas Howcroft (May 27, 2015 to May 26, 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. Mr. Howcroft is a resident of Oakville Ontario, and has served on the Council since May 27, 2015.

Hugh Laird (May 19, 2010 to 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. Mr. Laird has served on the Council since May 19, 2010.

Gail Smyth (May 19, 2010 to 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. A resident of Kitchener, Ms. Smyth has served on the Council since May 19, 2010.

Allan West (May 19, 2010 to 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 the estimation 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. A resident of Ajax, Mr. West has served on the Council since May 19, 2010.

Teresa Weymouth (May 27, 2015 to 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 to 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 Hostelry Institute's Top 30 Under 30 Award from 2005 to 2009. A resident of Toronto, Mr. Wolfson has served on the Council since May 19, 2010.

Appendix D: Application Data (as at March 31, 2016)

Table A¹: Aggregate Applications

Number of Unique Applicants Since Start-up: 4592

	Total	CAAT ²	Public	Constr'n	Industrial	Motive	Services
Board of Governors	1723	101	196	510	321	406	188
Divisional Boards	851			315	195	222	119
Trade Boards	3957			1450	860	1092	552
Roster	257			123	37	54	22
Total	6739	101	194	2380	1405	1761	873

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

Table B¹: Aggregate Applicant demographics (per section 63 of OCTAA)

	Employer	Employee	Male	Female	Central	East	North	West	Small	Medium	Large	Union	Non-Unio	French	Bilingual
Board of Governors	555	814	1533	185	849	196	142	445	751	295	512	645	900	3	71
Divisional Boards	342	418	771	75	410	100	68	246	342	153	301	358	448	1	51
Trade Boards	1094	2478	3583	367	1988	478	323	1060	1610	812	1299	1686	2016	14	168
Roster	108	110	233	18	104	24	24	72	82	41	73	102	102	2	16
Total	2099	3820	6120	645	3351	798	557	1823	2785	1301	2185	2791	3466	20	306

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 2015/16

Table A: Total Positions and Total Appointed Positions

APPOINTMENT GROUP	NUMBER OF POSITIONS		
	MAXIMUM (511)	FILLED (340 ¹)	REMAINING OPEN (171)
Board of Governors	21	19	2
Divisional Boards	16	15	1
Trade Boards ²	474	306	168
Roster of Adjudicators	N/A	24	N/A

¹ Total excludes roster of adjudicators.

² Trade board totals include active-appointment boards only and excludes boards for which recruitment has been deferred by the College.

Table B: Summary of Total Appointed Positions (with Demographic Distribution) in 2015/16

Appointment Group	Appointments	Number of Trade Boards Appointed	EMPLOYMENT ^{1,2}				LANGUAGE ²			GENDER		LOCATION ^{2,3}				BUSINESS ^{1,2}			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 ¹	19		8	6	6	8	0	18	1	15	4	8	7	1	2	8	3	3	2	1	5	13
Divisional Boards	15		8	7	10	5	0	14	1	13	2	9	3	1	2	12	1	2	3	0	7	8
Trade Boards	306	47	155	151	176	130	1	280	25	274	32	158	90	34	37	134	77	95	39	36	57	213
Roster of Adjudicators ²	24		13	7	11	9	0	18	2	21	3	8	6	4	2	8	3	9	2	0	5	19
TOTAL	364	47	184	171	203	152	1	330	29	323	41	183	106	40	43	162	84	109	46	37	74	253

¹ Five board of governor positions (1 CAAT and 4 Public) are excluded from Employment and Business category data.

² The four roster of adjudicator appointees from the Ontario Labour Relations Board are excluded from Employment, Language, Location, Business and Diversity data categories.

³ Some appointees represent more than one area.

Table C: Summary (with Demographic Distribution) of Appointments Made in 2015/16

Appointment Group	Appointments	Number of Trade Boards w/ 2014/15 Appointments	EMPLOYMENT ^{1,2}				LANGUAGE ²			GENDER		LOCATION ^{2,3}				BUSINESS ^{1,2}			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 ¹	4		2	1	2	1	0	4	0	3	1	3	1	0	0	2	0	1	1	0	2	2
Divisional Boards	7		4	3	4	3	0	6	1	6	1	5	1	0	1	6	0	1	0	0	3	4
Trade Boards	89	23	39	50	46	43	0	82	7	76	13	45	31	8	10	43	20	26	8	2	30	57
Roster of Adjudicators ²	3		1	2	2	1	0	3	0	3	0	0	0	2	1	2	0	1	0	0	0	3
TOTAL	103		46	56	54	48	0	95	8	88	15	53	33	10	12	53	20	29	9	2	35	66

¹ Five board of governor positions (1 CAAT and 4 Public) are excluded from Employment and Business category data.

² The four roster of adjudicator appointees from the Ontario Labour Relations Board are excluded from Employment, Language, Location, Business and Diversity data categories.

³ Some appointees represent more than one area.

College of Trades Appointments Council

A Provincial Agency of the Government of Ontario

For more information please contact us at:

College of Trades Appointments Council
10th Floor, 400 University Avenue
Toronto ON M7A 1T7

Telephone: 416-326-3657 or 416-326-3651

E-mail: appointments.council@ontario.ca
Website: www.cot-appointments.ca