



FEB - 4 2016

Ref: 111862

Mr. Gwyn Morgan, Chair  
Industry Training Authority  
8th Floor – 8100 Granville Avenue  
Richmond, BC V6Y 3T6

Dear Mr. Morgan: *Gwyn:*

This Mandate Letter confirms your organization's mandate, provides government's annual strategic direction and sets out key performance expectations for the 2016/17 fiscal year.

On behalf of the province of British Columbia (BC), thank you for your leadership and the contributions made by the Industry Training Authority (ITA) over the past year and congratulations on the efforts made towards the following achievements:

- Implementation of BC's Skills for Jobs Blueprint Actions and McDonald Report recommendations;
- Expanded opportunities to build a culture of innovation in trades training;
- Pro-active engagement with industry including the formation of 11 Sector Advisory Groups; and,
- Development and implementation of an LNG Action Plan for the skilled trades.

Last year, government established a common set of principles for the BC public sector organizations. The intent of the Taxpayer Accountability Principles (TAP) is to strengthen accountability and promote cost control. These principles instil a common frame of reference to inform decisions and ensure that the actions taken and services provided meet public policy objectives established by government on behalf of the citizens of BC. All public sector organizations are expected to understand the responsibility they have to the citizens of BC and how it is complementary to the fiduciary duty to their organizations.

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One of government's core values is respect for the taxpayer's dollar. It is critical that Public Sector Organizations (PSO) operate as efficiently as possible, in order to ensure British Columbians are provided with effective services at the lowest cost possible. This requires constant focus on maintaining a cost-conscious and principled culture through the efficient delivery of services that stand the test of public scrutiny and help develop a prosperous economy in an environmentally sustainable manner. The foundation of this work is the government's commitment to controlling spending and balancing the budget.

Government provided the following mandate direction to the Industry Training Authority under the *Industry Training Authority Act*:

- ITA is responsible for managing, improving, and expanding the industry training and apprenticeship system in BC to help ensure there are the right amounts of workers, with the right skills, in the right place.

To achieve this mandate, the ITA is directed to take the following strategic actions:

1. Achieve the targets and performance measures, including apprenticeship completion rates, as set by government to meet the skilled trades needs of BC's labour market and reported in ITA's Annual Report.
2. Develop a multi-year strategic implementation plan that outlines how ITA will achieve priority number one. The plan will be submitted to the Minister by June 30, 2016 and will include:
  - a. Current and developing strategies (i.e. completion rate strategy), and
  - b. Additional strategies to:
    - Foster a culture of innovation and partnership in the delivery of apprenticeship training, including implementation of ideas and initiatives flowing from innovation forums;
    - Better utilize research, data and evaluation to inform policy and program changes;
    - Expand internal expertise and capacity; and
    - Align policy and programs with Red Seal and pan-Canadian initiatives.
3. With the Ministry, clarify respective roles, responsibilities and expectations to establish clear accountabilities for ITA and the Ministry. This will be developed by June 30, 2016 and implemented by December 31, 2016.
4. Implement outstanding ITA-led actions and recommendations coming out of the BC Skills for Jobs Blueprint, McDonald Report, and ITA LNG Action Plan by June 30, 2016.



Mr. Gwyn Morgan  
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To achieve this, several actions as detailed in the 2014 TAP Transition Letter are to continue to be implemented and refined, such as, on-going orientation, the joint strategic engagement plan, and the evaluation plan. For detailed information about TAP directives, please refer to the following link, [http://www2.gov.bc.ca/assets/gov/government/ministries-organizations/central-agencies/crown-agencies-resource-office/taxpayer\\_accountability\\_principles.pdf](http://www2.gov.bc.ca/assets/gov/government/ministries-organizations/central-agencies/crown-agencies-resource-office/taxpayer_accountability_principles.pdf).

In addition, it is expected that your organization will continue to be diligent in ensuring familiarity with and adherence to statutory obligations and policies that have broad application across the public sector. Please refer to the following link for a summary of these accountabilities, <http://www2.gov.bc.ca/assets/gov/government/ministries-organizations/central-agencies/crown-agencies-resource-office/public-sector-organization-accountabilities.pdf>.

Government is committed to continuing to revitalize the relationship between government and PSO's. This strong focus on increased two-way communication supports and ensures a common understanding of government's expectations. Timely communication of any issues which may affect the business of the ITA and/or the interests of government is critical to building trust and the effective delivery of public services, including information on any risks to achieving financial forecasts and performance targets.

Each board member is required to acknowledge the direction provided in the Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your organization's website and a copy signed by all board members provided to the ministry and made available to the public upon request.

I look forward to our regular meetings focusing on strategic priorities, performance against the TAP, key results and working together to protect the public interest at all times.

Sincerely,



Shirley Bond  
Minister

Enclosure

Mr. Gwyn Morgan  
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Gwyn Morgan  
Chair, Industry Training Authority

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Andries Calitz  
Director, Industry Training Authority

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Barj Dhahan  
Director, Industry Training Authority

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Gordon Grant  
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Lindsay Langill  
Director, Industry Training Authority

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Tom Sigurdson  
Director, Industry Training Authority

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MJ Whitemarsh  
Director, Industry Training Authority

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Jonathan Whitworth  
Director, Industry Training Authority

pc: Honourable Christy Clark  
Premier

John Dyble  
Deputy Minister to the Premier and Cabinet Secretary

Kim Henderson  
Deputy Minister  
Ministry of Finance

Cheryl Wenezenki-Yolland  
Associate Deputy Minister  
Ministry of Finance

Athana Mentzelopoulos  
Deputy Minister  
Ministry of Jobs, Tourism and Skills Training and Responsible for Labour

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Director, Industry Training Authority

Bob Davis  
Director, Industry Training Authority

Gary Herman  
Chief Executive Officer  
Industry Training Authority



## B.C. Taxpayer Accountability Principles

Further information available at: <http://gov.bc.ca/crownaccountabilities>

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| 1 | Cost Consciousness (Efficiency) | Strengthen cost management capabilities and foster a culture of cost-consciousness at all levels of public sector organizations. Provide public services and programs as efficiently and effectively as possible to “bend the cost curve” and support sustainable public policies and programs as a lasting legacy for generations to come.                 |
| 2 | Accountability                  | Transparently manage responsibilities according to a set of common public sector principles in the best interest of the citizens of the province. By enhancing organizational efficiency and effectiveness in the planning, reporting and decision making, public sector organizations will ensure actions are aligned with government’s strategic mandate. |
| 3 | Appropriate Compensation        | Comply with a rigorous, standardized approach to performance management and employee compensation, which reflects appropriate compensation for work across the public sector that is consistent with government’s taxpayer accountability principles and respectful of the taxpayer.  |
| 4 | Service                         | Maintain a clear focus on positive outcomes for citizens of British Columbia by delivering cost-efficient, effective, value-for-money public services and programs.   |
| 5 | Respect                         | Engage in equitable, compassionate, respectful and effective communications that ensure all parties are properly informed or consulted on actions, decisions and public communications in a timely manner. Proactively collaborate in a spirit of partnership that respects the use of taxpayers’ monies.   |
| 6 | Integrity                       | Make decisions and take actions that are transparent, ethical and free from conflict of interest. Require the establishment of a strong ethical code of conduct for all employees and executives. Serve the citizens of British Columbia by respecting the shared public trust and acting in accordance with the taxpayer accountability principles.        |