

**ABORIGINAL APPRENTICESHIP
BOARD OF ONTARIO**

IMPLEMENTATION PLAN

Submitted to:
Aboriginal Human Resources Development
Agreement Holders of Ontario

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GLOSSARY

AABO	Aboriginal Apprenticeship Board of Ontario
AEC	Aboriginal Education Council
AHRDA	Aboriginal Human Resource Development Agreement
AHRDCC	Aboriginal Human Resource Development Council of Canada
AIC	Aboriginal Institute Consortium
CAF	Canadian Apprenticeship Forum
CUSW	Canadian Union of Skilled Workers
LMPA	Labour Market Partnership Agreement
CON*NET	Colleges of Ontario Network for Education & Training
HRSDC	Human Resources and Social Development Canada
INAC	Indian and Northern Affairs Canada
LDM	Local Delivery Mechanisms
MTCU	Ministry of Training, Colleges and Universities
OSAA	Ontario Secretariat of Aboriginal Affairs
OAAWG	Ontario Aboriginal Apprenticeship Working Group

BACKGROUND

January 2003:

- ❖ The AIC hosts a forum on apprenticeship
- ❖ 139 recommendations to address Aboriginal apprenticeships
- ❖ Creation of OAAWG to ensure a follow-up to the forum

February 2005:

- ❖ OAAWG hosts a symposium “Supply Meeting the Demand – Confirming a Strategy for Increasing Aboriginal Apprenticeship in Ontario”
- ❖ Validation of a proposed strategy
- ❖ Consensus on determining the “Take Action” phase

June 2005:

- ❖ OAAWG hosts a meeting in Sudbury to consult with participants of the February symposium (Resource Group).
- ❖ Publication of the document: “Supply Meeting Demand – An Ontario-based Aboriginal Apprenticeship Strategy Blueprint for Action”

February 2006:

- ❖ OAAWG submits a draft delivery model to the Ontario Aboriginal Employment and Training Frontline Community (Resource Group), the objective being:
- ❖ Validation of the feasibility of the proposed delivery model

March 2006:

- ❖ OAAWG meets in Thunder Bay to receive the completed delivery model and implementation plan for the Ontario-based Aboriginal Apprenticeship Strategy.

April 2006:

- ❖ Acceptance of draft document by OAAWG.

May 2006:

- ❖ AHRDA Holders determine legal status of AABO and appoint members of AABO Governing Council

November 2006:

- ❖ Presentation of Delivery Model and Implementation Plan at AHRDA meeting in Ottawa.

AMENDMENTS

The AABO will review Implementation Plan on an annual basis and make necessary amendments as needed and agreed upon.

VISION

Improve the socio-economic well being of First Nations, Métis, and Inuit people of Ontario through successful inclusion in the skilled trades.

Means to attain this vision:

- 1) Implement a comprehensive strategic framework for action that addresses the identified problems facing Aboriginal people in gaining employment in the skilled trades;
- 2) Address the issues at a policy level to improve access and success in apprenticeships.

GOALS

- 1) To strengthen the relationships among and within all sector stakeholder groups and senior levels of government
- 2) To secure core financial resources for the Ontario Aboriginal Apprenticeship Strategy
- 3) To fortify all sector disciplines working and interacting cohesively and collaboratively to create greater accountability and effectiveness
- 4) To reinforce a dynamic and effective communications network across and between community sectors
- 5) To build an extensive network of qualified and motivated staff and community members that are responsive to participants and community needs
- 6) To promote and respect the diversity and differences amongst people and organizations
- 7) To increase public education and awareness of apprenticeship programs

DRIVING FORCE

To develop partnerships and tools that will facilitate, enhance and support the recruitment, retention and advancement of Aboriginal people in the skilled trades.

MISSION

“Increase the number of First Nations, Métis, and Inuit people working in the trades through improved access and opportunity to apprenticeship and long-term gainful employment.”

Values

Inclusion, Respect, Advocacy, Relevance, Awareness

Pillars

AHRDA Holders, Workplace Partnerships, Training Institutes, Capacity Building, Governance

STRATEGY COMPONENTS WILL INCLUDE:

Outreach

To increase awareness and promotion of the trades as a positive career opportunity.

Marketing and Promotion

A sustained and financially supported effort to increase general public knowledge of available programs and services in the trades.

Development of targeted Aboriginal-specific trades promotional materials.

Education

Advocacy for new standards in Ontario curriculum to increase awareness and understanding of skilled labour requirements.

Recognition of the needs and reality of Aboriginal people as it relates to experience and formal education.

Partnership

Collaborative intervention of all major stakeholders of the strategy to develop an Ontario-based solution to increasing Aboriginal participation in apprenticeships and the skilled trades.

Research and Development

A program of ongoing research is required to ensure that Ontario Apprenticeship Initiatives are appropriate, inclusive and comprehensive.

An evaluation plan that will measure the effectiveness of the program in meeting its goals, measurements, and objectives.

Policy and Government

Apprenticeship as a provincial jurisdiction requires the full support of government of Ontario collaboration between the federal and the provincial governments (MTCU, HRSDC, INAC, Labour Departments, etc.) and AHRDA's to ensure an increased Aboriginal participation in apprenticeship and skilled trade occupations in Ontario.

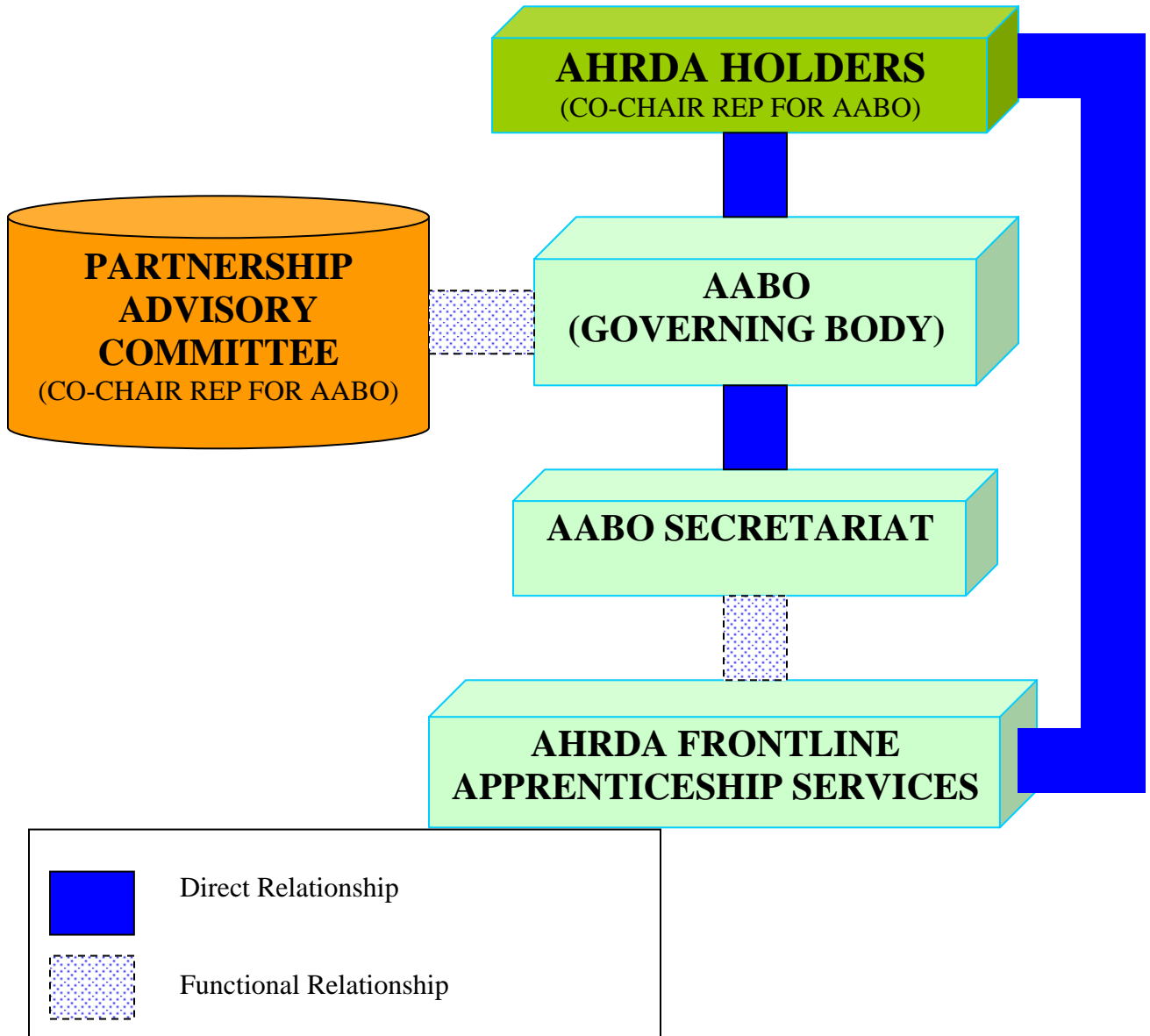
Finance

Additional funding from both levels of government to ensure the successful implementation of an Aboriginal Apprenticeship Strategy.

DELIVERY MODEL

ABORIGINAL APPRENTICESHIP BOARD OF ONTARIO (AABO)

Diagram 1 – Organizational Chart



TERMS OF REFERENCE

GUIDING PRINCIPLES

- The structure is independent of any particular AHRDA, yet totally supporting AHRDA's Frontline Apprenticeship Services.
- Each AHRDA is free to participate in the AABO Apprenticeship Program.
- The delivery format of apprenticeship services at the frontline level is the prerogative of each AHRDA.
- AABO legal structure:
 - The AABO will remain as an ad-hoc committee. It delegates/contracts out its financial signing authority to an AHRDA who will also handle Human Resources for Secretariat (similar to previous arrangements between the OAAWG and participating AHRDA Holders).
- AHRDA Holders currently participating on the OAAWG will transition to form the AABO Governing Council. Others serving on the OAAWG will transition to the Partners Advisory Council.

AHRDA HOLDERS

Purpose

Collectively the 16 AHRDA Holders, on behalf of the Aboriginal Community in Ontario, are the ultimate guardians for the effective, efficient delivery of the Ontario-based Aboriginal Apprenticeship Strategy. The group, in turn, bestows the responsibility of implementing this strategy to the AABO.

Role & Responsibilities

- Each participating AHRDA may appoint a representative to the AABO.
- The group of AHRDA Holders provides support and guidance to AABO, ensuring that a proper flow of communication is maintained with the AABO.
- Each participating AHRDA Holder is responsible for reporting back to their respective community with the results and progress of the AABO initiatives.

ABORIGINAL APPRENTICESHIP BOARD OF ONTARIO

Composition

The Board will be composed of representatives of the AHRDA community and members of the Partnership Advisory Committee.

Purpose

The AABO is the embodiment of the Ontario-based Aboriginal Apprenticeship Strategy as defined in the document “Supply Meeting Demand.” Its purpose is to ensure that the seven components of the strategy are well articulated through a plan of action, which will have measurable and positive results throughout the province.

Accountability & Authority

- 1) The Board is accountable to the AHRDA Holders and by extension to the broader Aboriginal community of Ontario.
- 2) The Board has the authority to make decisions, by consensus for all issues pertaining to the Implementation plan.

Terms

Board members will be appointed by their respective bodies for a minimum of two years to ensure continuity.

Decision Making

The Board will address/discuss issues that require a decision within the Board’s mission. The Board members will exercise their abilities to participate in discussions that will create decisions by consensus.

Role & Responsibilities

The Board:

- Solicits the appointment of representatives to the Partners Advisory Committee
- Acts as spokesperson for the Aboriginal Apprenticeship Strategy
- Seeks appropriate funding
- Defines strategies and priorities
- Reviews and updates plans
- Is responsible for the hiring of the Executive Director
- Monitors/supervises the activities of the Secretariat
- Will delegate authority to Executive Director as needed
- Lobbies policy makers, public opinion leaders and stakeholders at the provincial and federal levels
- Monitors the Aboriginal Apprenticeship Program and prepares an annual report on activities and progress.

Role of the Co-Chair

The Board members will select co-chairs from the AHRDA representatives and the Partnership Advisory Committee.

The co-chairs will assure the integrity of the Board's process and, secondarily, occasionally represent the Board to outside parties.

Integrity:

- The co-chairs job is to ensure that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
- Meeting discussion content will be on those issues which, according to Board policy, clearly belong to the Board to decide or to monitor.
- Information which is for neither monitoring performance nor Board decisions will be avoided or minimized and always noted as such.
- Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
- The co-chairs are empowered to chair Board meetings with all the commonly accepted power of that position (e.g. ruling, recognizing).
- The co-chairs have no authority to supervise or direct the Executive Director.

Secondarily:

- The co-chairs may represent the Board to outside parties in announcing Board-stated positions.
- The co-chairs may delegate this authority, but remains accountable for its use.

Meetings

The board meets at a minimum of four times per year.

Compensation and Expenses

No compensation will be awarded to the Board members. Time spent with and for AABO is considered as an in-kind contribution from each participating organization.

Travel expenses will be reimbursed based on Treasury Board Guidelines.

PARNTERSHIP ADVISORY COMMITTEE

Composition

The Partnership Advisory Committee is composed of a core group of stakeholders which may include, but not limited to, the following representatives:

Aboriginal Education Council (AEC)
Aboriginal Human Resource Development Agreement (AHRDA)
Aboriginal Human Resource Development Council of Canada (AHRDCC)
Aboriginal Institute Consortium (AIC)
Canadian Union of Skilled Workers (CUSW)
Canadian Apprenticeship Forum (CAF)
Heads of Apprenticeship Training (HAT)
Human Resources and Social Development Canada (HRSDC)
Indian and Northern Affairs Canada (INAC)
Ministry of Training, Colleges and Universities (MTCU)
Ontario Secretariat of Aboriginal Affairs (OSAA)
Service Canada
Construction Sector Council (CSC)
Employers and Unions (organization to be determined)

***From time to time other representatives may be invited to participate, as their expertise is required.*

Purpose

The purpose of the Partnership Advisory Committee is to support and advise the AABO. The group is comprised of committed and engaged stakeholders who share the objectives of the Ontario-based Aboriginal Apprenticeship Strategy.

Role

The Partnership Advisory Committee:

- Shares relevant information with the AABO on government's policy directions, new funding programs, etc;
- Uses their contacts and networks to influence and facilitate the implementation of the Aboriginal Apprenticeship Strategy throughout the province;
- Provides a link to employers, Unions, government and Aboriginal communities.

Meetings

The Partners are invited to attend all AABO meetings.

Compensation and Expenses

No compensation will be awarded to the members of the Partnership Advisory Committee. Time spent with and for AABO is considered as an in-kind contribution from each member.

Travel expenses will be reimbursed based on Treasury Board guidelines.

AABO SECRETARIAT

Composition

The key personnel of the Secretariat should include the following:

Executive Director

Employer Partnership Developer (x 1)

Marketing/Communications Officer (x 1)

Apprenticeship Program Coordinator (x 1)

Information Systems Coordinator (x 1)

(Additional staff as deemed necessary as the organization develops new services)

Purpose

The Secretariat's purpose is to execute the plan of action as established by the Board according to the strategy.

Accountability and Authority

The Secretariat is accountable to the Board. It reports directly and on a regular basis to the Board.

Role

- Develop and maintain a centralized toll-free service to employers, as well as interactive Internet and Intranet services
- Develop and implement a provincial marketing/communications strategy
- Develop and coordinate education/outreach tools and province-wide activities
- Develop and implement business systems and on-going database
- Undertake market research and ensure the dissemination of information to the field
- Ensure the uploading of research information to support policy development at Provincial and Federal government levels
- Monitor and collect data to measure the progress of Apprenticeship program for Aboriginal people
- Develop and implement outreach strategy programs with communities in conjunction with Frontline Services
- Develop training, support and administrative tools for Frontline Services personnel.

AHRDA FRONTLINE APPRENTICESHIP SERVICES

Purpose

The AHRDA Frontline Apprenticeship Services implements the Ontario-based Apprenticeship Strategy at the local level.

Accountability and Authority

Apprenticeship Services personnel are hired by and accountable to the local AHRDA authorities.

The specific structure and workplace location are left to the discretion of each AHRDA.

Funding

The budget for each Frontline Apprenticeship Services is part of new funding for AHRDA's.

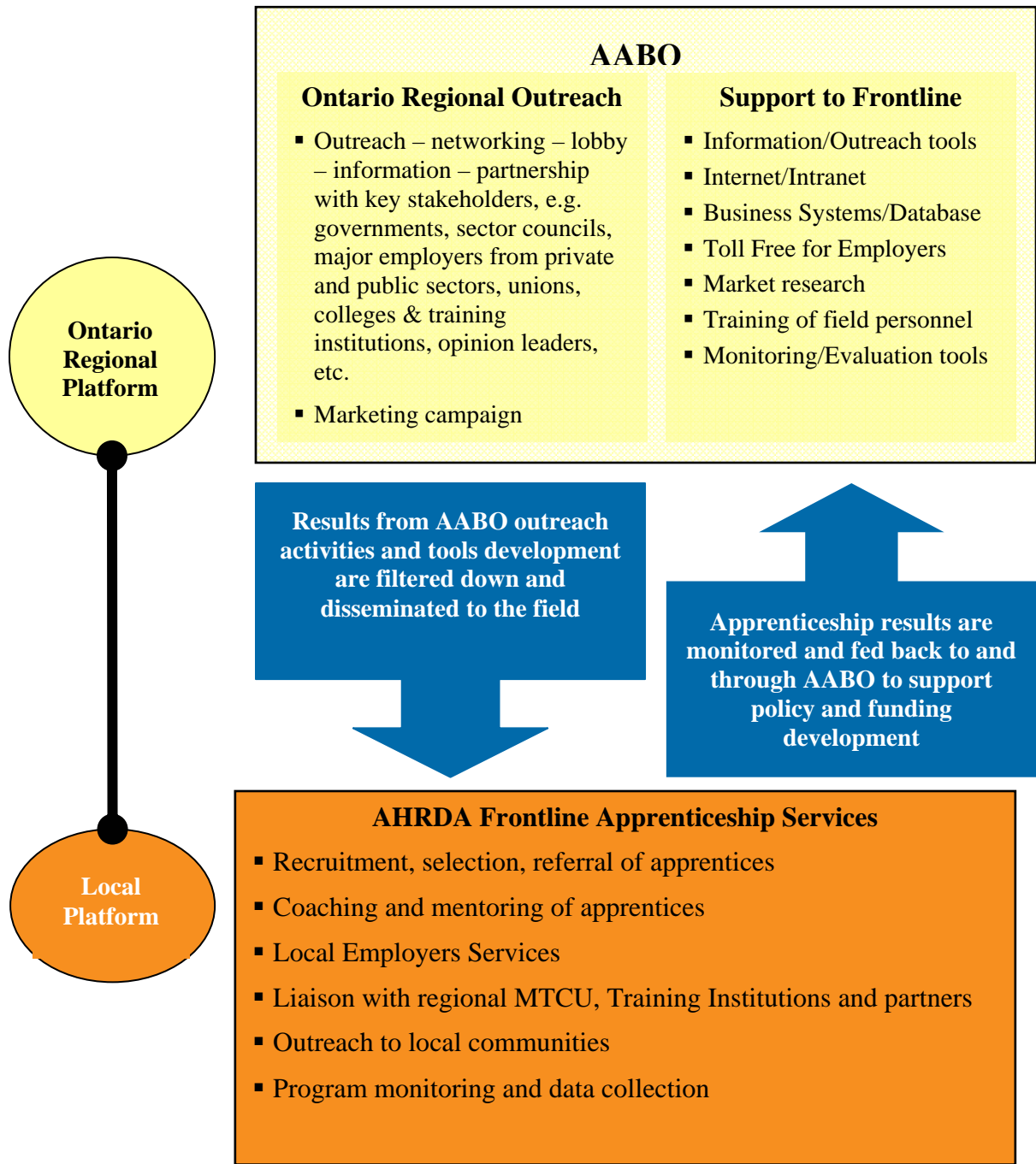
IMPLEMENTATION

The seven components of the Aboriginal Apprenticeship Strategy will be implemented in a two-tier approach and a bi-directional communication flow:

- 1) Via an **Ontario Regional platform**, i.e. AABO and the Secretariat in its relationship with province-wide stakeholders as represented by the Partnership Advisory Committee, as well as in its support role to the field operation.
- 2) Via a **local platform**, i.e. each of the AHRDA Apprenticeship Services in its frontline role of articulating the apprenticeship program (including pre-apprenticeship initiatives) and working directly with clients, employers and unions, MTCU, training institutions and related organizations, Employment Counsellors, and the community.

Note: see following flow chart

Diagram 2: Platforms:



PROVINCIAL PLATFORM

A) The role of AABO and its Secretariat will be twofold:

AABO will oversee the implementation of the seven components of the Aboriginal Apprenticeship Strategy at the provincial level. The document Supply Meeting Demand spells out in great detail (see pages 10 to 14) the scope and reach of the action plan that has been drawn up in this respect.

In essence, the purpose of the Strategy is to “increase the number of Aboriginal people working in the trades through improved access and opportunity to apprenticeships and long-term gainful employment to trades journey person status”. For this to happen however, a great deal of effort will have to go into influencing changes in thinking and attitudes at many levels of society. This societal shift will take place as a concerted action plan unfolds both at the ground level (i.e. at the frontline, in the communities) and at the provincial level.

In that respect AABO will have to spend a great deal of time and energy in establishing an effective relationship with provincial leaders, i.e. decisions makers, law makers, public administrators, major business and trade union organizations, opinion leaders, etc.

Influencing public attitudes and changing perceptions through effective province-wide marketing and promotion programs will also be paramount.

B) The second role of AABO will ensure that the Strategy unfolds efficiently at the ground level by providing the frontline workers with the proper tools and technical support.

By definition apprenticeship involves, at the outset, an employee and an employer. In both cases, services and information tools have to be made available throughout the journey.

Again, the document “Supply Meeting Demand” (pages 10 to 14) provides ample directions for AABO to develop a comprehensive action plan. For example:

- “Apprenticeship –in-a-Box” for apprentices and employers
- Trades pool (data base)
- Toll free number for employers
- Market research (primary and secondary research)
- Internet and Intranet
- Outreach information / promotional materials

FRONTLINE PLATFORM

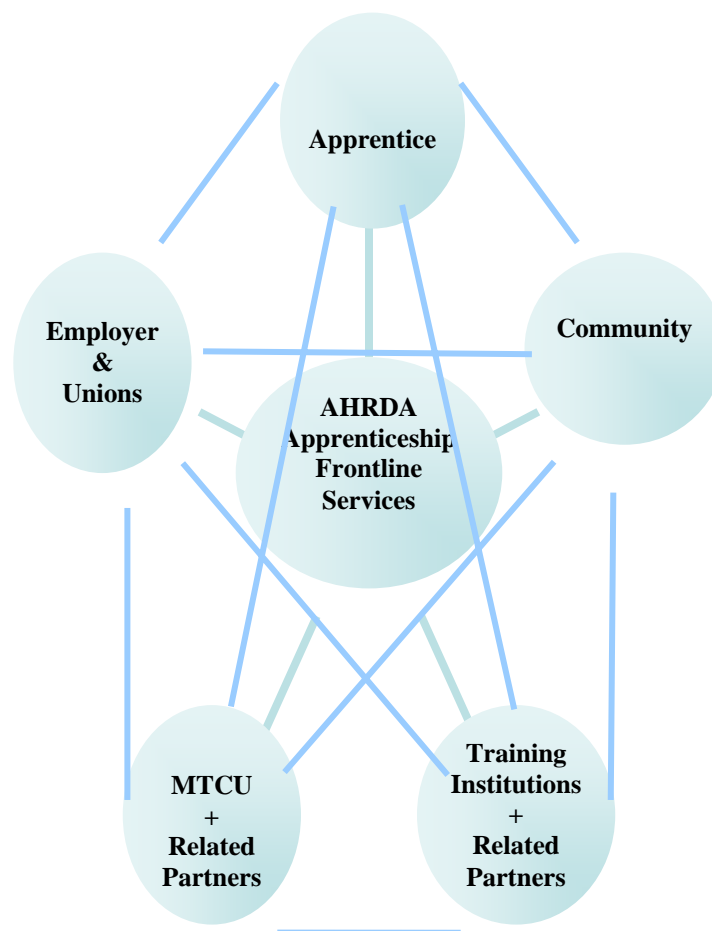
The AHRDA Frontline Apprenticeship Services link a network of people and organizations that are called on at one time or another to be directly involved in the apprenticeship process.

First and foremost, the Frontline Apprenticeship Services ensures the accompaniment of the apprentice throughout his/her journey, and even before, as some candidates will need to embark on a pre-apprenticeship program. It equally accompanies the engaged employer ensuring that they too receive all the necessary support.

The Frontline Apprenticeship Services will also implement outreach activities in the community and ensure that the apprenticeship progress is well monitored and the data channeled back to the AABO Secretariat.

At all times, the actions and activities of the Frontline Apprenticeship Services are supported by the technical and professional assistance of the AABO Secretariat.

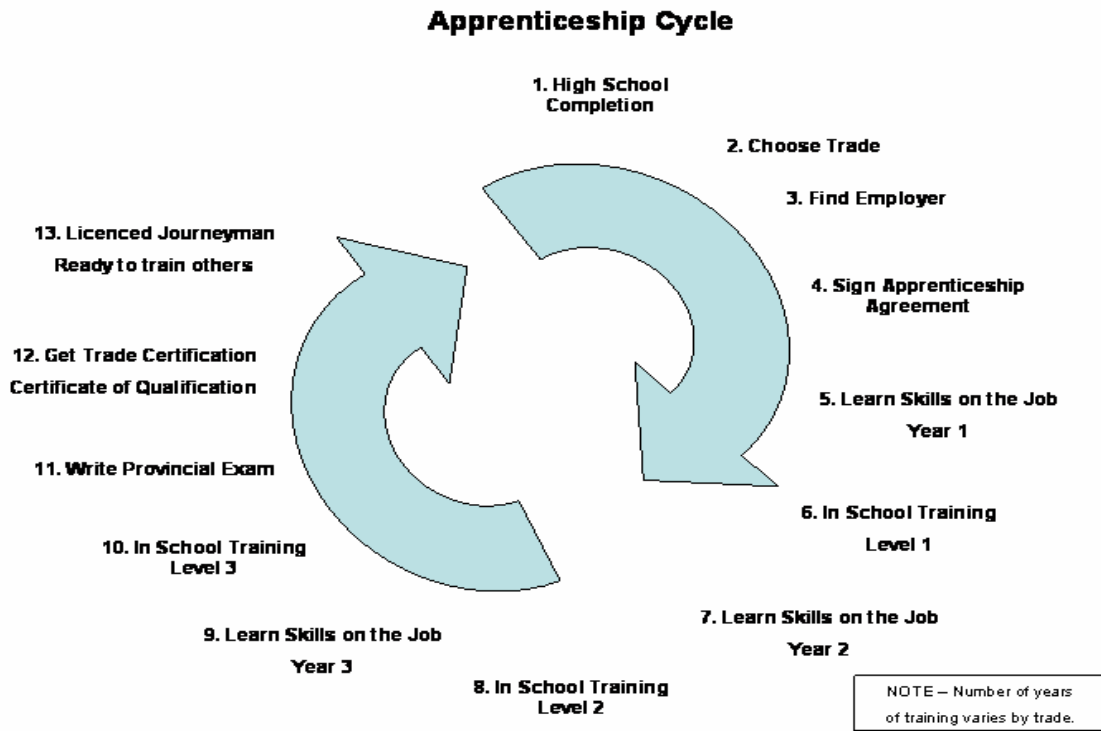
Diagram 3: Frontline



The following will illustrate the journey of a client. It is through this process that the Apprenticeship Programs and Services Officer will play a key role as he/she fulfills the following tasks and responsibilities:

- Recruitment
- Selection
- Referral
- Coaching
- Mentoring
- Outreach
- Employer Engagement
- Liaison with MTCU, Training institutions and related partners

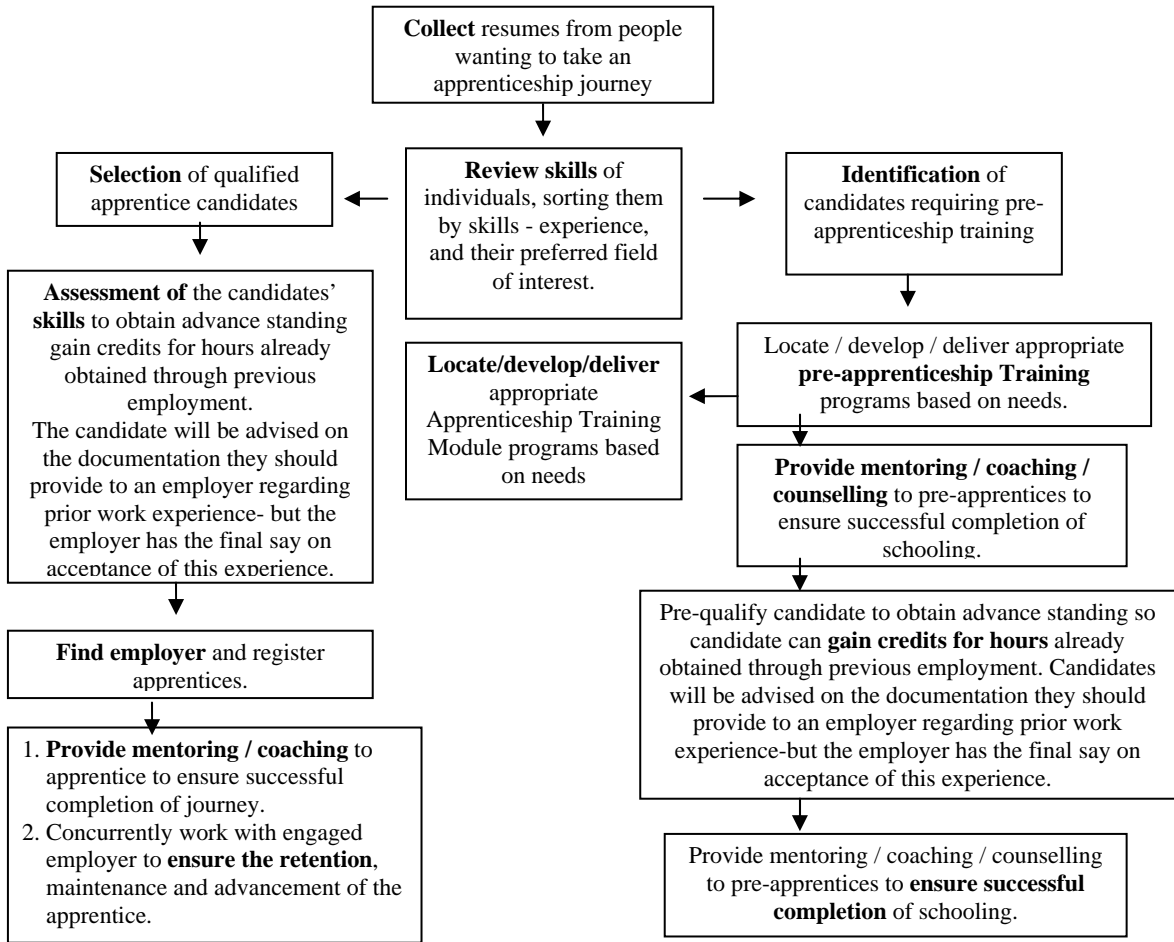
Diagram 4: cycle



APPRENTICESHIP CONTINUUM OF SERVICE PLAN:

The following chart was prepared by the AHRDA in Sioux Lookout in the context of a proposed apprenticeship pilot project during the construction of a local Health Centre and Health Authority Hostel. It identifies the different steps an Apprenticeship Programs and Services Officer would undertake in the course of his/her functions with an apprenticeship candidate.

Diagram 5: Service Plan



EMPLOYER SERVICES

- Employer engagement and the placement of Aboriginal workers in apprenticeship and skilled trades' positions are critical components of the Ontario-based Aboriginal Apprenticeship Implementation Model. Since up to 90% of apprenticeship training occurs while employed, the absence of employer engagement and employment placements in the trades would seriously threaten the success of any apprenticeship delivery plan. AHRDAs and their delivery agents are currently providing limited employer services; the intention of the Ontario-based Aboriginal Apprenticeship Strategy is to add value by enhancing and/or complementing existing Aboriginal Employment Services in Ontario and existing Provincial Apprenticeship program. Ensuring that the supply of workers is available to meet labour market demands in the trades has to be a priority in the implementation of an Ontario-based Aboriginal Apprenticeship Delivery Model.
- Employers often express a desire for workers who are skilled and qualified or who have the foundations to learn skills and perform well on the job. Investing in apprenticeship training is costly for the employer community and when combined with the threat of poaching, some small to medium sized employers are discouraged from engaging in apprentice training. The selection and referral of qualified workers and face-to-face marketing of Aboriginal workers are required for effective Ontario-based Aboriginal Apprenticeship Delivery Models. A labour supply and information clearing house could be addressed through a Trades Pool that would solicit, coordinate and distribute trades and apprentice positions throughout the province to assist in the placement of Aboriginal workers in trades positions and apprenticeship programs. The Trades Pool would also perform conduit services for an information-clearing house on apprenticeship research and information.
- Recruitment and retention of Aboriginal workers will have to be addressed through employer preparation, education, networking, promotional and awareness activities.
- Employment Equity – The 1,500 federally regulated employers in Ontario represent a pool of potential employers who should be included the Ontario-based Aboriginal Strategy as another source of employment.

Federal contractors who hire apprentices and are regulated under Federal Employment Equity legislation are an excellent group to target for initial recruitment and marketing of Aboriginal workers.

KEY PERSONNEL JOB DESCRIPTIONS

EXECUTIVE DIRECTOR

Main Duties

- Report to the AABO
- Coordinate the meetings and activities of the Board; act as Secretary of the Board and produce all official documents on behalf of the AABO
- Manage the professional and administrative staff of the AABO Secretariat, including all human resources functions
- Identify, obtain and control additional resources to meet needs, as required
- Ensure the cost effective utilization of human, material and financial resources to manage a diverse staff. Develop and promote opportunities, which will encourage the development of staff
- Leading, developing, and implementing the overall Ontario-based Aboriginal Apprenticeship Strategy under the guidance and authority of the AABO
- In conjunction with the AABO, build and promote effective relationships with apprenticeship stakeholders at the provincial level
- Identify, analyze and manage complex, sensitive Aboriginal apprenticeship issues and activities. As well, identify various solutions and creative/new approaches to handle these problems through partnerships with key stakeholders among the Aboriginal communities and organizations
- Develop the framework of local strategies and activities to enhance and complement the provincial initiatives
- Lead and manage the design, development and delivery of outreach and education activities such as workshops, conferences, fairs, and resources to broaden the skills and knowledge base of Aboriginal apprenticeship stakeholders, with a view to achieving and maintaining their participation and leadership in Aboriginal apprenticeship achievement and success initiatives
- Report to the Board on all activities undertaken on behalf of the AABO
- Ensure compliance and reporting to proper authorities under funding agreement
- Report to AABO on Aboriginal apprentice program

Qualifications

- A Bachelor's degree or an equivalent combination of education and experience in related disciplines such as (but not limited to) management, journalism, economic, public relations, Aboriginal Studies.
- A minimum of 5 years experience in a similar management position working for government, not-for-profit organizations, trade associations or trade unions.
- Experience with liaising between and among diverse groups and interests.
- Knowledge of human resources management issues.

- Knowledge of labour market issues and trends, and apprenticeship systems.
- Knowledge of federal and provincial government structures and programs dealing with Aboriginal peoples.
- Knowledge of Aboriginal peoples, their culture, traditions and circumstances.

Aptitudes and Skills

- Superior leadership skills to implement strategies for change across Ontario.
- Extensive political and business acumen, which encourage or stimulate individuals to create productive outcomes.
- A high degree of discretion, judgment and political sensitivity in promoting strategic directions in Aboriginal apprenticeship.
- Superior project management skills; ability to conceptualize, plan, direct, coordinate, monitor and represent multiple and concurrent projects.
- Superior communication skills; presentation, written and oral.
- Superior strategic communications, tenacity, stamina, relationship management, and project management skills.
- Effectively manage complex and highly sensitive liaison activities with political acuity and efficiency.
- Willingness to travel.

EMPLOYER PARTNERSHIP COORDINATOR

Main Duties

- Report to the Executive Director
- Actively participate in the development of the AABO global plan of action
- Establish a framework for the development of partnerships with the business community
- Liaison and development of partnerships with major national and provincial employers and trade unions based in Ontario
- Development and implementation of support programs to employers (such as skilled worker Trades Pool, toll free telephone service, etc)
- Collect and disseminate provincial labour market research to the AHRDA Frontline Apprenticeship Services
- Develop AHRDA's collaboration/partnership to take advantage of project opportunities with engaged employers
- Counsel Frontline Services personnel on employer local issues and strategy
- Perform provincial outreach activities at the discretion of the Executive Director

Qualifications

- A Bachelor's degree or an equivalent combination of education and experience in related disciplines such as (but not limited to) economics, public relations, Aboriginal Studies, labour and community relations
- A minimum of 5 years experience in a similar position working for government or not-for-profit organizations, trade associations or trade unions
- Experience with liaising between and among diverse groups and interests
- Knowledge of human resources and management issues
- Knowledge of labour market issues and trends
- Knowledge of apprenticeship systems
- Knowledge of federal and provincial government structures and programs dealing with Aboriginal peoples
- Knowledge of Aboriginal peoples, their culture, traditions and circumstances

Aptitudes and Skills

- Leadership skills
- Interpersonal skills
- Communication skills (oral, written and computer)
- Team oriented
- Ability to work independently
- Willingness to travel

MARKETING/COMMUNICATIONS CONSULTANT

Main Duties

- Report to the Executive Director
- Actively participate in the development of the AABO global plan of action
- Develop, implement and evaluate provincial marketing/communications strategies and communication programs
- Develop communications toolkits for AHRDA Apprenticeship Frontline Services
- Develop and disseminate cultural awareness program materials for employers' personnel
- Initiate and maintain a relationship with national media. Develop and implement province-wide media relations program and activities. Ensure proper briefings and collaboration with national media representatives
- Develop policy procedures with respect to public communications to be implemented across the province by frontline offices and personnel
- Develop a corporate identity and ensure the implementation of a style manual

- Arrange interviews and news conferences. Ensure proper training of AABO officials in dealing with journalists
- Coordinate the organization of province-wide outreach activities (seminars, conference, fairs, and other special events)
- Conduct from time to time public opinion and attitude surveys to identify the interests and concerns of key groups such as Aboriginal population, students, apprentices, and employers
- Assist and counsel Frontline Services personnel with local/regional outreach activities

Qualifications

- A minimum of a college diploma in communications, marketing, journalism or other related fields. Equivalent in years of professional experience in any of those fields could compensate for a lack of a formal diploma
- A minimum of 5 years experience in marketing/communication working in a government or not-for-profit environment
- Knowledge of Aboriginal peoples, their culture, traditions and circumstances
- Knowledge of Ontario labour market / apprenticeship trends and developments would be an asset
- Thorough knowledge of information and communication technology (ICT) as a marketing/communication tool

Aptitudes and Skills

- Communication skills (oral, written and computer)
- Interpersonal skills
- Team oriented
- Project management skills
- Able to work independently
- Willingness to travel

PROVINCIAL APPRENTICESHIP PROGRAM COORDINATOR

Main Duties

- Report to the Executive Director
- Actively participate in the development of the AABO plan of action
- Act as a link between field offices and provincial Secretariat
- Mediate and advocate on behalf of frontline service personnel
- Ensure efficient dissemination of information through proper means of communication between Secretariat and all frontline offices
- Develop and maintain website and intranet content

- Develop and implement provincial/regional outreach activities in conjunction with other Secretariat staff
- Ensure development and implementation of an efficient system of monitoring and reporting Aboriginal apprenticeship progress throughout the province
- Ensure proper training of frontline apprenticeship personnel

Qualifications

- A minimum of a college diploma in management, Aboriginal studies, labour relations, social studies, human resources or communications. Equivalent years of professional experience in any of those fields could compensate for the lack of a formal diploma
- A minimum of 5 years experience working as project manager or program coordinator dealing with field personnel in a government, not-for-profit, trade association or trade union environment
- Knowledge of Aboriginal peoples, their culture, traditions and circumstances
- Knowledge of Ontario labour market / apprenticeship trends and developments would be an asset
- Experience in dealing with complex issues in a highly political environment
- Knowledge of information and communication technology (ICT) as a managerial tool
- Hands-on experience in training would be an asset

Aptitudes and Skills

- Ability to advocate, mediate and negotiate
- Communication skills (oral, written and computer)
- Interpersonal skills
- Team oriented
- Project management skills
- Strong assessment, analytical and collaborative skills
- Able to work independently
- Willingness to travel

INFORMATION SYSTEMS CONSULTANT

Main Duties

- Reports to the Executive Director
- Analyze, design, develop, implement, operate and administer computer and telecommunications software, networks and information systems
- Develop and implement business systems
- Develop and manage AABO Website and Intranet
- Manage the apprenticeship database and monitor progress

Qualifications

- A post secondary education in information technology, systems analysis and programming; a degree in business administration or a related discipline
- Background in both software and other specific technology and business applications
- A minimum of 3 years experience in computer programming
- Knowledge of computerized registration systems such as HRSDC Contact IV or other provincial apprenticeship registration systems
- Knowledge of “cyber-security” and systems integrity
- Knowledge of labour market environment and issues would be an asset

Aptitudes and Skills

- Team oriented with strong leadership and communications skills
- Project management skills
- Strong assessment, analytical and collaborative skills
- Ability to design, implement and maintain complex networks
- Work independently

FRONTLINE APPRENTICESHIP SERVICES OFFICER

Main Duties

- Report to individual AHRDA (line of authority may vary)
- Implement Aboriginal Apprenticeship Strategy at the local level
- Ensure the apprentice has a well-rounded, practical trade training experience
- Ensure the recruitment, selection, and referral of apprentices
- Coaching/mentoring of apprentices throughout the apprenticeship cycle
- Develop close liaison with partner employers and provide employer services to include engagement, retention, maintenance and advancement of apprentices

- Maintain close liaison with regional MTCU, training institution(s) and their partners such as Job-Connect, OYAP, One-Step, Student Success, No Wrong Door
- Conduct workplace cultural awareness/education seminars with partner employers and trade unions at the local/regional level
- Implement outreach/education activities with the communities
- Monitor apprenticeship results and best practices and report to Secretariat
- Counsel to AABO on needs and specific local/regional strategies

Qualifications

- A post-secondary diploma or degree with a minimum of two years related experience
- Experience/training in Aboriginal adult education
- Knowledge of Ontario Labour market and apprenticeship programs
- Knowledge of Aboriginal peoples, their culture, traditions and circumstances
- Knowledge and proficiency in computer applications, eg. Microsoft Office

Aptitudes and Skills

- Ability to plan, organize, lead, and control
- Strong oral and written communication skills
- Strong interpersonal skills; recognizing the “people” aspect of issues and the need for positive relationships; produce good results through interaction with others
- Ability to work under pressure
- Strong assessment, analytical and collaborative skills
- Ability to manage a varied workload with minimal or no supervision
- Able to work effectively within a team environment, building good rapport through development of good relationships; gets along well with people and puts them at ease
- Ability to problem solve and apply time management skills; setting goals based on priorities
- Ability to remain flexible, readily adapting to changing requirements; maintaining effectiveness in varying circumstances

OPERATIONS

The following section elaborates on different elements of the Implementation Plan with respect to the overall operations of the Delivery Model.

OFFICES

AABO Secretariat

It is recommended that the Secretariat be strategically located in the Greater Toronto Area. The rationale being: public visibility, close to Queens' Park and regional federal ministries, as well as major national/provincial employers, trade unions headquarters, national media and other key stakeholders and opinion leaders. 3M has also supported the Secretariat by offering office space "in kind".

For cost saving considerations, the AABO Secretariat could be housed within the premises of an AHRDA. It is important, however, that the perception of independence and neutrality from the selected AHRDA be preserved in the eyes of other participating AHRDAs, First Nations, Métis and Inuit, AABO partners and stakeholders.

In that context, the Secretariat will be charged by this AHRDA an administration fee to cover the cost of administration services such as:

Receptionist – answering telephone, processing correspondence

Finance Personnel – disbursement of expenditures and financial reporting

Insurance – liability of Program personnel within the organization

Office supplies

It is anticipated that the administration fee will be 15% of direct costs for that particular office

AHRDA Frontline Services

Each participating AHRDA being accountable for the additional funding and the implementation of the Apprenticeship Program in their respective territory, the location and manning of the Apprenticeship Services should remain their individual prerogative.

It is expected that rent and related office expenses will be an in-kind contribution from each AHRDA

MEETINGS AND TRAVEL

Travel will undoubtedly be a major component of the budget for the organization to fulfill its duties.

The Board and the Partnership Advisory Committee members will meet in Toronto. Their meetings should take place at the AABO Secretariat. The Secretariat staff along with Board chairpersons will be required to travel frequently across the province to meet with the different stakeholders, to carry outreach activities and to ensure proper support to the frontline staff.

At the frontline level, Apprenticeship Officers will be expected to be “on the road” a good portion of the time. The pressure on the budget will inevitably be higher in the northern part of the province because of the travel distances to reach the communities. Moreover, there are three AHRDA’s who are classified “community of interest” in that their constituents are spread out across the province. There should be provisions as well for the field personnel to meet at least twice a year (ideally quarterly).

WEBSITE – INTRANET – BUSINESS SYSTEMS

The design, implementation, ongoing maintenance and content management of an efficient database, interactive intranet and internet services will be of paramount importance for AABO to fulfill its mandate, conduct research, support the Frontline Services personnel and communicate efficiently with the national and provincial stakeholders, partners, frontline clients and the general public.

No effort or money should be spared in this respect to equip the organization with the best tools and infrastructure possible. Taking into account the complexity and the ever-changing hardware and software components, AABO will be well advised to outsource this expertise and service to specialized firms.

DATA BASE

- ❖ Compilation of activity will be integral to validating the need for the Ontario Aboriginal Apprenticeship Program. Data that is required to demonstrate the need for and success of the program includes the following:
- ❖ The AHRDA’s will use existing database programs that report similar information to HRSDC. The primary program used is Contact IV. Some AHRDA’s have also developed customized software for data capture and reporting. These customized programs, however, have the capability to download information into the Contact IV software. The data is entered into the program at the local AHRDA level, and it is “uploaded” for reporting purposes to HRSDC.
- ❖ It is proposed that the Ontario Aboriginal Apprenticeship Program use the existing database programs within the AHRDA office.
- ❖ The advantages of using the Contact IV database are the following:
 - It will eliminate the cost to develop a new software program to track and report on program activity.

- It will enable all AHRDA employees to identify and report on apprenticeship clients and interventions without the need for using a separate program.
 - Existing employees within the AHRDA office can provide support and training to Apprenticeship staff.
- ❖ The disadvantages of using the Contact IV database are the following:
 - Not all AHRDA's use Contact IV for their client data gathering and report.
 - Contact IV and customized AHRDA software is designed specifically for HRSDC requirements.
 - The provincial office would not have the software capability to compile information "uploaded" from the field offices.
 - ❖ The disadvantages can be overcome by contacting the Contact IV software engineers to add fields required for the Apprenticeship Program and to limit the information that would be "uploaded" to the provincial office. The engineers could also be contracted to provide software at the provincial office to compile field office uploads and provincial activities.
 - ❖ It is anticipated that reporting will be made from the field offices to the provincial offices on a quarterly basis. To ensure that quarterly reports are submitted on a timely basis, payment of funds to the field offices will be contingent on the submission of quarterly reports.
 - ❖ It is estimated that the cost to modify Contact IV software and acquire the Contact IV upload capability is \$10,000.

MARKETING – PROMOTION –OUTREACH

As presented in the document "Supply Meeting Demand" (pages 10 and 11), the task set out by the Aboriginal Apprenticeship Strategy calls for a well orchestrated, aggressive and on-going marketing program. The means given should be proportionate to the task.

This program should be planned, developed and implemented at the provincial level, i.e. the AABO Secretariat. This is important in order to ensure the development of a streamlined and coordinated message. The concentration of the marketing budget at the provincial level will also allow for a more professional allure in the production of tools and material. Provisions should also be set aside to allow for targeted community outreach activities in the field.

The marketing function encompasses province-wide advertising, promotion, outreach and education activities, as well as the development of tools to support frontline apprenticeship personnel. The marketing strategy and program will target different audiences and markets, such as: employers and trade unions, government stakeholders, apprentices, local communities and the general public. The strategy document gives several examples of the kind of programs and activities that could be developed at both levels (province and frontline).

As clearly identified by the resource groups, priority should be given to the production of “Apprenticeship-in-a-Box”: a comprehensive information and guide kit designed to support the apprentice, accompanied by posters and displays. A specific tool aimed at the employers could also be developed at the same time.

It should be mentioned that AABO could gain in partnering with mainstream organizations (government or otherwise) whose mission is similar to AABO with respect to apprenticeship. Their combined strategies and efforts when it comes to outreach, liaison with employers and the promotion of trades with youth, students and young adults would benefit all involved.