



# **THE 10-POINT IMPLEMENTATION PLAN: ACTION PRIORITIES FOR YEARS 2002–07**

APPENDIX 1 to

BC AEROSPACE WORKFORCE DEVELOPMENT STRATEGY – SEPT. 17, 2002 SUMMARY

CRITICAL TASKS, PARTIES RESPONSIBLE, ESTIMATED RESOURCE  
REQUIREMENTS, TARGET DATES FOR COMPLETION

# CUMULATIVE ROUNDTABLE AGREEMENT\*

This report provides an overview of the key action recommendations from the BC Aerospace Workforce Strategy Roundtable Series focused on labour recruitment, training and retention. **More detail on the rationale and operating terms of reference for implementing each of the initiatives is included in the roundtable records of proceedings.** This action plan is further supported by the labour demand and supply analysis that was part of this planning project. (See Reference List for both at the end of this document.)

## Recruitment

1. Enhance / create **national on-line database** for employers of skilled workers available for employment, plus an on-line bank of BC job openings.
2. Develop and implement a **collaborative marketing campaign** to raise awareness of aerospace training, employment and career options and heighten interest in the industry.

## Training

3. Establish a **“common core” entry-level training program** that will prepare students for a variety of aerospace work options – enabling more students to start their trades training while still in secondary school, and also enabling adult learners to test their interest in the aerospace industry and develop related competencies before narrowing their career choice to a specific occupation.
4. Introduce modularized delivery, i.e., a **co-op program for training of Aircraft Maintenance Engineers (AMEs)**.
5. Push down delivery to the high school level to support early entry into aerospace careers – and expand use of **Secondary School-Post Secondary Integrated Studies Program**.
6. Foster **multi-college partnerships** to ensure provision of approved training for aerospace trades (working with those colleges with Approved Training Organization status) while facilitating synergy at a regional level between aerospace employers and nearby community colleges – providing “close to home” training opportunities and strengthening regional economic development.
7. Establish **credit transfers** between providers and **Transport Canada support** for these four training strategies.
8. Adopt proposed **enhancements to the screening criteria and process** for entry-level trades training programs that are geared to aerospace, including use of a competitive entry system.
9. Establish a mechanism for ongoing industry leadership and stewardship of training initiatives, i.e., an **Aerospace Industry Training Council**, to monitor labour market intelligence and, among other responsibilities, facilitate work experience placements for apprentices.

## Retention

10. Use AIABC communication vehicles – the association’s **newsletter, web site, Leading Edge forums** – to continue dissemination and discussion of best practices in workforce development.

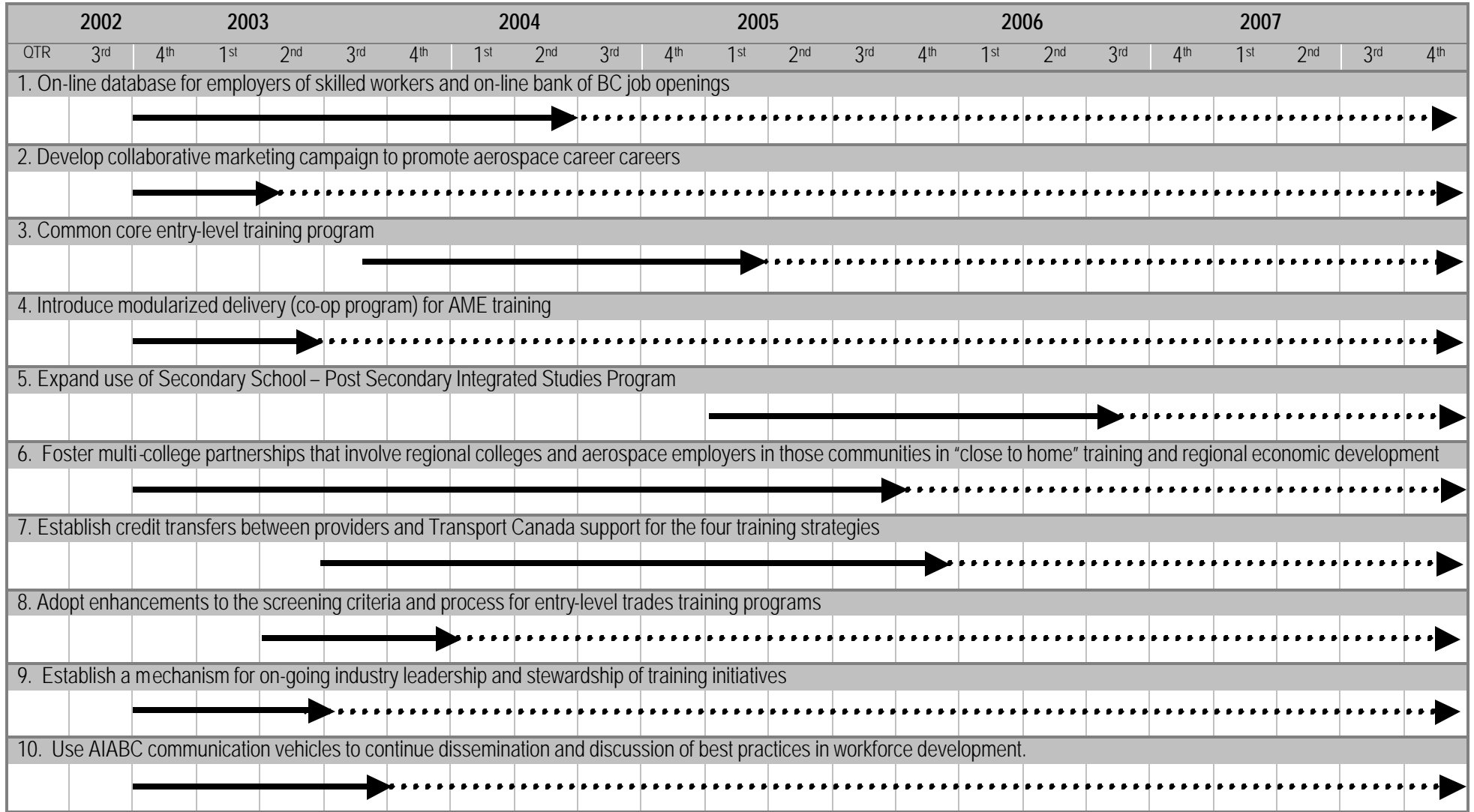
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\* Additional actions were proposed at roundtable sessions (e.g., lobbying for training-related tax incentives). Details can be found in Steering Committee and roundtable meeting records. This document summarizes those initiatives which received the most widespread support from roundtable participants.

**Initiatives 1, 2, 4, 9 and 10 have been given priority status for implementation beginning September 2002.**

Initiative 8 could be effectively piloted with the co-op program for AME training.

# IMPLEMENTATION TIMEFRAME



—▶ Solid Line = Development, including securing of funding if applicable

.....▶ Broken Line = Ongoing maintenance

# FINANCING CONSIDERATIONS

INITIATIVE IN BOLD TYPE ARE HIGHEST-PRIORITY PROJECTS.

STRATEGY	Initiatives that can be undertaken with <b>HR effort alone</b> – not requiring capital investment or multi-year commitments to share (or underwrite all) operating expenses of a program	Initiatives requiring operating budgets for which <b>third-party funding support may be available</b> (e.g., project grants from Western Diversification or partnership with govt. Ministries)	Initiatives that will require fiscal <b>investment from company sponsors</b> (association members and possibly also non-member aerospace companies)
1. <b>On-line database for employers of skilled workers and on-line bank of BC job openings</b>		X	X
2. <b>Develop collaborative marketing campaign re: aerospace employment and training options</b>		X	X
3. Introduce common core entry-level training program		X	?
4. <b>Introduce co-op option for AME training</b>		X	?
5. Expand use of Secondary School – Post Secondary Integrated Studies Program			X
6. Foster multi-college partnerships for “close to home” training opportunities and regional economic development	X		
7. Establish credit transfers between providers and Transport Canada support for the four training strategies	X		
8. Adopt enhancements to the screening criteria and procedures for entry-level trades training programs	X		
9. <b>Establish a mechanism for on-going industry leadership and stewardship of training initiatives – i.e., Aerospace Industry Training Council.</b>	X		
10. <b>Use AIABC communication vehicles – the association’s newsletter, web site, Leading Edge forums – to continue dissemination and discussion of best practices in workforce development</b>	X		

ACTION STEPS	Allocation of Responsibility	Estimated Resource Requirements	Target Completion Date + Cost
<b>RECRUITMENT Initiatives <sup>1</sup></b>			
<p><b>1 Enhance / create <u>national on-line database for employers of skilled workers</u> available for employment plus <u>on-line bank of BC job openings</u>.</b></p> <p>a. Produce concept summary of the desired service, using specifications articulated during Roundtable 1 (<i>see January 23, 2002 meeting record</i>), to circulate as a discussion paper with CAMC and other stakeholders (e.g., members of Western Aerospace Alliance).</p> <p>b. Follow up with phone and e-mail consultations with CAMC staff and association Board members. Mobilize other provincial associations and AIAC to work together on this initiative. (<i>more detailed description of steps in Jan. 23, 2002 mtg. record</i>)</p> <p>c. Develop budget for site enhancements / build, plus ongoing operating budget. Determine user fee schedule. Establish cost-sharing agreement between sponsors.</p> <p>d. Develop the marketing strategy: both on-line and off-line marketing of service.</p> <p>e. Project management of web site enhancements (or new site development) + launch.</p> <p><b>KEY REFERENCE for MORE DETAIL:</b></p> <ul style="list-style-type: none"> <li><b>JANUARY 23, 2002 Roundtable Meeting Record</b></li> </ul>	<p>AIABC HR Committee (HR Directors from large member companies) with Andrew Huige, AIABC Executive Director</p> <p>Project champions: Leigh Anne Stitt Janice Antaya Finlayson Ruth Buhagar Harold Kamikawaji</p> <p>Michael Coughlin and other AIABC Board Members for presentation of proposal to Western Aerospace Alliance, CAMC, AIAC, and other provincial associations</p>	<p>a. 1-2 person-weeks writing, research, and editing time – including committee meeting</p> <p>b. 2 hrs. per week over 6 months for AIABC Exec. Director – plus equivalent of ~1 week time by AIABC Board rep – beginning one month after (a) undertaken</p> <p>c. 1-2 weeks dedicated time over 3-4 month period</p> <p>d. 1-2 weeks dedicated time over 3-4 month period, incl. steering committee meetings – simultaneously with (c)</p> <p>e. To be determined based on decision to (1) enhance existing CAMC service OR (2) develop new on-line service</p>	<p><b>1-2 years (Spring 2004) before full service</b> with AIABC Exec. Dir. investing ~2 hrs./ week</p> <p>a. Sept-December 2002 b. Oct. 2002 - April 2003 c. May-September 2003 d. May-September 2003 e. Sept. 2003-April 2004</p> <p><b>\$30K min. capital cost based on option of enhancing CAMC site –</b> could be \$100-250K range if undertaking building of new service / site</p> <p><b>Cost-sharing with other provincial aerospace industry associations</b></p> <p><b>Ongoing operation on cost-recovery basis -- annual employers' fee for service,</b> no charge for prospective employees</p>

<sup>1</sup> Incorporates Steering Committee input during May 7, 2002 meeting re: essential steps and related resource requirements

ACTION STEPS	Allocation of Responsibility	Estimated Resource Requirements	Target Completion Date + Cost
<b>RECRUITMENT Initiatives (cont'd)</b>			
<p><b>2 Develop and implement a collaborative marketing campaign to raise awareness of aerospace training, employment and career options and to heighten interest in the industry.</b></p> <p>Campaign to target: (a) parents, secondary school teachers and students; (b) women; (c) First Nations people; (d) tradespeople seeking re-employment in new industries; (e) recent immigrants and government reps involved in international trade missions and BC investment / employment promotion; (f) government ministries responsible for education &amp; training and economic development.</p> <ol style="list-style-type: none"> <li>Identify distributors of career information and marketing tactics. (largely done in Roundtable 4 – refer to June 26, 2002 meeting record)</li> <li>Identify selected events (within BC) that are of greatest value in reaching target audience for aerospace training and employment. Focus on 4-6 key events per year.</li> <li>Regularly update career pathways map and information on related training programs, as well as compensation and benefits information for employment options (for posting on web site and distribution to key marketing contacts).</li> <li>Develop core messages to target audiences – including (for government contacts) the criteria used to prioritize foreign labour markets and the target countries.</li> <li>Track and synthesize labour market information to determine shifts in labour demand and supply and to communicate priorities accordingly.</li> <li>Review promotional materials. Update content on a regular basis to incorporate feedback from distributors and target audiences, new labour market intelligence, and news of training initiatives. (AIABC to be the information gatekeeper for key contacts, the “one source” / “industry voice” for communicating labour market priorities)</li> <li>Distribute information to the network of key contacts for reaching target audiences.</li> <li>Host industry presentations at selected events (see “b” above).</li> <li>Identify / respond to other speaking opportunities, arranging presentations to target audiences by industry reps.</li> </ol> <p><b>KEY REFERENCE for MORE DETAIL:</b></p> <ul style="list-style-type: none"> <li><b>JUNE 26, 2002 Roundtable Meeting Record</b></li> <li><b>APRIL 12, 2002 Steering Committee Meeting Record</b></li> </ul>	<p>AIABC staff – possibly with fiscal support from Western Diversification Fund (WD)</p> <p>and with volunteer support from industry reps to make presentations to groups</p> <p>AIABC HR Committee and/or Aerospace Training Council to develop criteria for identification of target countries for foreign workers’ campaign, and to assist with core messages for marketing campaigns</p>	<p>\$5K to review and update promotional content</p> <p>(\$50K investment already made in 2002 to develop career pathways information for on-line publication)</p> <p>One week per month in initial 3-month development phase – for AIABC Executive Director</p> <p>Then one week per year to review and update materials periodically.</p> <p>\$20K per year for selected promotional events (\$3-5K per event): participation fees, travel expenses, materials for dissemination, etc.</p>	<p><b>Underway by Jan. 2003</b></p> <p><b>Funding proposal phase = Sept-October 2002</b></p> <p><b>Development phase = October-December 2002</b> for review / enhancements of existing materials</p> <p><b>Ongoing maintenance: 1 wk. dedicated time / yr. for AIABC Exec. Director</b> (to maintain currency of info and core messages)</p> <p><b>+ annual budget of \$20K-\$25K for events (some grant possibility)</b></p> <p><b>Possibility</b> of undertaking selected labour market research projects on ad hoc basis. Such projects would be undertaken only on as-needed basis to address gaps or new questions re: labour demand.</p> <p>Regular practice will be to rely on published updates from CAMC and AIAC, Stats Canada reports and other LMI publications.</p> <p>Research projects also undertaken only as project grants are available from, e.g., HRDC.</p>

ACTION STEPS	Allocation of Responsibility	Estimated Resource Requirements	Target Completion Date + Cost
<b>TRAINING Initiatives</b>			
<p><b>3 Establish a “common core” entry-level training program that will prepare students for a variety of aerospace work options – enabling more students to start their trades training while still in secondary school, and also enabling adult learners to test their interest in the aerospace industry and develop related competencies before narrowing their career choice to a specific occupation.</b></p> <p>a. Contract with a subject matter expert (SME) to identify and define common core training components for six occupational streams, and also to determine necessary instructor qualifications, facility and material requirements (equipment, tools, classrooms).</p> <p>b. Review results of curriculum analysis with key contacts to identify regulatory, funding, and feasibility of delivery issues. (see 2<sup>nd</sup> column for who to involve at this stage)</p> <p>c. Reach agreement among all partners on competency-based outcomes and content modules for the program – at an industry stakeholder meeting, preferably scheduled as part of AIABC’s Leading Edge Series.</p> <p>d. Make presentations to the regional Superintendents Associations for secondary schools and to the provincial Council of College Presidents for post-secondary educational institutions.</p> <p>e. Identify best locations for expansion of SS/PS Integrated Studies Program. Identify other providers of this core skills program.</p> <p>f. Quantify implementation costs – and secure necessary financial sponsorship(s).</p> <p>g. Complete the program design and lesson plans.</p> <p>h. Complete program overviews for potential participants and other stakeholders.</p> <p><b>KEY REFERENCES for MORE DETAIL:</b></p> <ul style="list-style-type: none"> <li>• MAY 29, 2002 Roundtable Meeting Record (primarily)</li> <li>• MARCH 27, 2002 Roundtable Meeting Record</li> </ul>	<p><b>AIABC to manage process, esp. steps c-d-e-f and h</b></p> <p>CAMC to be approached for funding partnership to enable completion of steps a-h</p> <p><b>Step a – Contractor</b> (chosen jointly by AIABC and BCIT?)</p> <p><b>Step b – Participants in review</b></p> <p>AIABC (Andrew Huige, Exec. Dir.) Employers (Spence Mikituk, Technical Training Manager, Air Canada) PAMEA + IAMAW reps CAMC (David Boulos, Mgr. Accreditation and Registration) MOE (Dawn Minty, Secondary/Post-Sec. Liaison, plus Career Prep. Coord.) MAVED (Arlene Patton or designated manager, Public Institutions Branch) C2T2 (Centre For Curriculum, Technology &amp; Transfer) (Devron Gaber, CEO) TRANSPORT CANADA (Tracy Brittain, Technical Program Manager, AME Licensing and Training)</p> <p><b>Step g – Contractor</b></p>	<p>a. \$20,000 based on ~\$600/day contractor fees and ~6 wks. Dedicated time</p> <p>b. incl. in (a) – but allow \$5,000 contingency for feasibility study</p> <p>c. possibly \$5,000 – assuming need for professional facilitation support, writing time</p> <p>d. AIABC Board time</p> <p>e. \$5,000 allocated again for professional planning support</p> <p>f. AIABC staff time</p> <p>g. \$40-45,000 minimum up to \$100,000 dev. Costs (based on historical record of course development costs at ATO college)</p> <p>h. AIABC staff time</p>	<p><b>Delivery beginning in Fall 2005</b></p> <p><b>Funding proposal phase = August – Sept. 2003</b> (CAMC + HRDC approach)</p> <p><b>Development phase = Jan. 2004 – March 2005</b></p> <p>a. January – March 2004 b. January – March 2004 c. April 2004 d. May – June 2004 e. June – Sept. 2004 f. Sept. – October 2004 g. Oct. 2003– Mar. 2005 h. March 2005</p> <p><b>\$75K– \$135K cost to develop this program</b></p>

ACTION STEPS	Allocation of Responsibility	Estimated Resource Requirements	Target Completion Date + Cost
<b>TRAINING Initiatives (cont'd)</b>			
<p><b>4 Introduce modularized delivery, i.e., a <u>co-op education program for AME training.</u></b></p> <p><b>PHASE ONE: Curriculum Plan</b></p> <p>a. Review Steveston College modular AME training program</p> <p>b. Meet with employers and with trainers to affirm delivery model and review what would be in each module (mini-DACUM process) for M2 curriculum</p> <ul style="list-style-type: none"> <li>• Content outline right for each module?</li> <li>• Sequence right from employers' perspective?</li> <li>• Any other critical needs from employers' perspective?</li> <li>• Agreement on length of each interval and number of intervals?</li> </ul> <p>c. Complete detailed curriculum analysis, allowing 8 weeks from start to finish for:</p> <ul style="list-style-type: none"> <li>• 1<sup>st</sup> meeting – completion of mini-DACUM (step b above)</li> <li>• detailed review of current curriculum to develop program content plan</li> <li>• assessment of delivery feasibility re: student streaming, facility requirements, equipment, etc.</li> <li>• then review and validation with employers (2<sup>nd</sup> meeting with stakeholders)</li> </ul> <p><b>PHASE TWO – Training Manual &amp; Delivery Plan</b></p> <p>d. Amend training policy manual (e.g., procedures for delivering curriculum) – including review / ongoing consultation with Transport Canada (regionally) to ensure understanding and support of co-op model.</p> <p>e. Concurrent with revisions to training policy manual and securing approval from TC –</p> <ul style="list-style-type: none"> <li>• Build consensus on screening criteria.</li> <li>• Secure employer commitments for work experience placements.</li> <li>• Develop program administration procedures (operational protocol).</li> </ul> <p>Allow 8 weeks for (e) – tasks stated above to be completed in same period as updates to training manual; tasks below to be completed in second 4-week period</p> <ul style="list-style-type: none"> <li>• Secure agreement between employer sponsors and –training providers on timing: intake cycle, program start date, start of work experience placements, etc.</li> <li>• Design recruitment process for students.</li> <li>• Clarify resource commitments for each program sponsor.</li> <li>• Secure letters of support from employers (including commitments to specified number of apprentice placements, possibly equipment or other in-kind donations, intended financial support).</li> </ul>	<p><b>PHASE ONE</b></p> <p>a. Member of working group established July 31, 2002 and/or ATO instructor (BCIT or Northern Lights College)</p> <p>b. AIABC staff (could also be seconded or contracted project mgr.) &amp; contractor who is an instructional designer and SME in this area</p> <p>c. Instructional design contractor</p> <p><b>PHASE TWO</b></p> <p>d. Instructional design contractor working under supervision of ATO college administrator</p> <p>e. AIABC staff (or contracted project mgr.) in conjunction with the Industry Training Council and ATO educational institutions</p>	<p><b>PHASE ONE</b></p> <p>a. Staff time</p> <p>b. Staff time + contractor time (contractor time included below)</p> <p>c. 5 weeks of wages for 2 people p/t – estimated \$12K-15k + facilitation costs</p> <p><b>PHASE TWO</b></p> <p>d. Retain instructional designer or other technical writer – estimated cost of \$5K for 4 weeks</p> <p>e. AIABC staff and sponsoring employer time, plus time of ATO program administrators / deans</p>	<p>First intake for AME-M in May 2003</p> <p><b>AME-S co-op program approved by Transport Canada and in place by 2004</b></p> <p><b>AME-E co-op program to be in place by 2005-6</b></p> <p><b>PHASE ONE</b> October-November 2002 for steps a + b <b>November 02–January 03</b> to complete Phase 1 (step c also)</p> <p><b>PHASE TWO</b> <b>January – February 2003</b></p> <p><b>\$20K min. start-up costs</b></p> <p><b>Add \$10-15k IF project mgr. Is hired for overall coordination + facilitation of all planning sessions</b></p>

ACTION STEPS	Allocation of Responsibility	Estimated Resource Requirements	Target Completion Date + Cost
<b>TRAINING Initiatives (cont'd)</b>			
<p>AME modularized training continued...</p> <p><b>PHASE THREE: Approval of Program</b></p> <p>f. Submit curriculum plan and training policy &amp; procedures manual to Transport Canada for approval, concurrent with EdCo review / approval (EdCo = Education Council in BC colleges). BCIT EdCo timing shown below:</p> <ul style="list-style-type: none"> <li>• 1<sup>st</sup> week of every month: Executive of EdCo meets</li> <li>• 3<sup>rd</sup> Wednesday of every month: Curriculum Review Committee meets.</li> <li>• 4<sup>th</sup> Wednesday of every month: full meeting of EdCo</li> <li>• Prepare submission for Executive – Curriculum Committee – EdCo review.</li> </ul> <p><b>PHASE FOUR: Implementation</b></p> <p>g. Resolve any outstanding issues about timing + resources + recruitment</p> <ul style="list-style-type: none"> <li>• Agree on timing of classes – day? Evening?</li> <li>• Agree on whether this is replacement of one of 10 streams or additional (11<sup>th</sup>) stream.</li> <li>• If new stream – will require hiring of new instructor.</li> </ul> <p>h. Finalize funding agreement, incl. magnitude of industry investment required and proportionate share for each sponsoring company. Conclude cost-sharing negotiations.</p> <p>i. Recruit prospective participants for program – and complete candidate screening, allowing 2-3 months for screening concurrent with pilot promotion and student recruitment.</p> <p>j. Acquire / prepare toolboxes for all students – and start program.</p> <p><b>KEY REFERENCES FOR MORE DETAIL:</b></p> <ul style="list-style-type: none"> <li>• JUNE 6, 2002 Meeting Record for Working Group 1: Modularization of AME Training – CO-OP Delivery Model</li> <li>• JUNE 26, 2002 Roundtable Meeting Record</li> </ul>	<p><b>PHASE THREE</b></p> <p>f. AIABC staff or Board rep with co-leadership of BCIT or Northern Lights College to secure approval from TC + EdCo</p> <p><b>PHASE FOUR – Steps g-h-l</b></p> <p>Industry Training Council with reps of ATOs who will be delivering the co-op program</p> <p><b>PHASE FOUR – Step j</b></p> <p>ATOs delivering the program</p>	<p><b>PHASE THREE</b></p> <p>No costs anticipated beyond AIABC and college staff time</p> <p><b>PHASE FOUR</b></p> <p>\$105K operating costs (instructors, consumable costs, facility overhead) for AME-M2 co-op program for each set of 17 students</p> <p>PLUS \$2500 per student for toolbox (\$42.5K per “set” of 17 students)</p> <p>Start-up phase also involves meeting time for participating training providers and employers. Facilitation support may be required.</p>	<p><b>PHASE THREE</b></p> <p>March 2003</p> <p><b>PHASE FOUR</b></p> <p>March-April 2003</p> <p><b>\$150K operating cost for each program intake (17 students per intake) IF done to expand seats</b></p> <p><b>CAN be started within base funding for colleges</b></p> <p><b>Additional \$500K cost for facility and aircraft to incorporate AME-E program earlier than 2005-06</b></p>

ACTION STEPS	Allocation of Responsibility	Estimated Resource Requirements	Target Completion Date + Cost
<b>TRAINING Initiatives (cont'd)</b>			
<p>5 <b>Push down delivery to the high school level to support early entry into aerospace careers. Expand use of <u>Secondary School-Post Secondary INTEGRATED STUDIES Program</u>.</b></p> <p>a. Identify best locations for program expansion and employer and secondary school champions in those regions. Foster multi-college partnerships for delivery. <i>(See Item 6 – College Partnerships)</i></p> <p>b. Complete development of common core program for all six target occupations. <i>(See Item 3 – Core Program)</i></p> <p>c. Develop awareness and marketing campaign. <i>(See Item 2 – Marketing Campaign)</i></p> <p><b>KEY REFERENCES FOR MORE DETAIL:</b></p> <ul style="list-style-type: none"> <li>• March 27, 2002 Roundtable Meeting Record (ROUNDTABLE 2)</li> <li>• Pre-Session Information Package + Session Handouts for ROUNDTABLE 2</li> </ul>	<p>Refer to Rows 6-3-2</p> <p>To be done under leadership of Aerospace Training Council</p>	<p>Refer to Rows 6-3-2</p>	<p>Refer to Rows 6-3-2</p>

ACTION STEPS	Allocation of Responsibility	Estimated Resource Requirements	Target Completion Date + Cost
<b>TRAINING Initiatives (cont'd)</b>			
<p><b>6 Foster multi-college partnerships that involve regional colleges and aerospace employers in those communities more fully in delivery of aerospace training</b> – while also rationalizing the provincial delivery system for aerospace-related training programs.</p> <p>a. Approve an industry policy statement on decentralized vs. centralized training delivery (regionalization vs. rationalization). <i>(DRAFT developed in Roundtable 4 – refer to June 26, 2002 meeting records)</i></p> <p>b. Through follow-up discussions between employers and educators (facilitated through the Aerospace Training Council), establish regional partnering agreements:</p> <ol style="list-style-type: none"> <li>Determine target regions for participation in delivery of the core program (SS/PS or other delivery approach) and/or the co-op AME training program.</li> <li>Identify the partners in each region: specific districts, schools, employers. Also identify individual champions within each organization.</li> <li>Within each region, determine if a local college partner is able to provide the trades training. If not, establish protocol agreements with an ATO college.</li> <li>Develop intake and work placement process. Companies to identify their total capacity for intake over the year and for several years. Aerospace Industry Training Council to establish guaranteed level of work experience placements for college students over multi-year period. Inter-regional placement procedures to also be developed.</li> <li>Establish funding contribution agreements between companies, colleges and government.</li> </ol> <p>c. Complete credit transfer agreements toward college programs for selected trades and Dogwood certificate for high school graduation, as well as towards CAMC certification and Transport Canada licensee requirements.</p> <p>d. Confirm (or develop) standardized procedures for day-to-day operations.</p> <p>e. Develop a protocol for work placement guarantees for students that include procedures for transferring students to new employers.</p> <p>f. Implement a marketing campaign to public and government to increase awareness of industry labour needs, training and program details. <i>(Refer back to Item 2 – Marketing)</i></p> <p><b>KEY REFERENCES FOR MORE DETAIL:</b></p> <ul style="list-style-type: none"> <li><b>MARCH 27, 2002 Roundtable Meeting Record</b></li> <li><b>JUNE 26, 2002 Roundtable Meeting Record</b></li> </ul>	<p><b>Step a –</b> AIABC staff in consultation with AIABC Board of Directors</p> <p>AIABC to present draft industry policy statement for feedback at October 2002 Western Aerospace Alliance Conference (WAAC)</p> <p>Upon approval of the policy statement by industry, steps (b) and (c) to be completed by Aerospace Training Council</p> <p><b>Steps b through e –</b> Co-ordination by AIABC staff, with work done primarily by Aerospace Training Council, in consultation with key education contacts</p> <p><b>Step f –</b> AIABC staff, with support from Industry Training Council (and/or AIABC HR Committee)</p>	<p>a. No financial investment</p> <p>b. AIABC staff, employers' and educators' time.</p> <p>Costs for meeting space or facilitation support may be incurred—\$3K-\$5K allocated for professional planning support.</p> <p>c. Leadership by AIABC staff.</p> <p>Financial investment for actual program development and operation covered under “common core” entry-level training (Item 3) and modularized AME - training (Item 4).</p>	<p>Draft statement to be approved at July 15 Steering Committee Meeting –then ratified by AIABC Board in <b>August or September 2002 meeting</b> –then reviewed with WAAC in October 2002</p> <p><b>Development phase for co-op program = Oct. 2002 – May 2003</b></p> <p><b>Development phase for common core =</b> Jan. 2004 – March 2005 with <b>April-Sept. 2004</b> as key period for negotiation of partnership agreements for training delivery</p> <p><b>\$3K - \$5K cost estimate for meeting-related expenses</b></p>

ACTION STEPS	Allocation of Responsibility	Estimated Resource Requirements	Target Completion Date + Cost
<b>TRAINING Initiatives (cont'd)</b>			
<p><b>7 Establish credit transfers between providers and Transport Canada support for these four training strategies.</b></p> <p>a. Complete career pathways mapping.</p> <p>b. In follow-up mtgs. between training providers, industry reps, and Transport Canada (under leadership of Aerospace Training Council):</p> <p>i. Review career pathways map, related training programs offered in BC, and identify current problems in credit transfer arrangements.</p> <p>ii. Affirm requirements for credit transfer, including program standards (supervision, orientation, examination methods, etc.) and valid delivery methods for specific curriculum (both in-class and in-workplace).</p> <p>iii. Reach agreement among schools and colleges as to the credentials that can be earned through various programs and the transferability of those credits to programs delivered by other schools, as well as towards national occupational certifications and licensure.</p> <p>c. Incorporate credit transfer eligibility into the career pathways information (both on-line and print resources).</p> <p><b>KEY REFERENCES FOR MORE DETAIL:</b></p> <ul style="list-style-type: none"> <li>• MARCH 27, 2002 Roundtable Meeting Record</li> <li>• JUNE 26, 2002 Roundtable Meeting Record</li> </ul>	<p>a. AIABC staff and contractors</p> <p>b. Articulation Committee reps from colleges delivering aerospace trades training and from secondary school system, industry reps (Industry Training Council or separate task force), and representatives from Transport Canada, Ministry of Education and Ministry of Advanced Education, including the Industry Training Branch</p> <p>c. AIABC staff or contractor</p>	<p>a. Covered by ITAC project grant in 2002</p> <p>b. Done partly in development process for core skills entry-level program and co-op option for AME training – balance could be built into Industry Training Council meeting schedule – will likely take several meetings</p> <p>c. 1-2 days to add text – can be incorporated into regular duties of updating publications and web site pages</p>	<p>a. Completed May 2002</p> <p>b. <b>Dependent upon schedule of activity for modularized AME training and core curriculum review</b></p> <p>c. As for b</p> <p><b>Participant time and meeting expenses only</b></p>
<p><b>8 Shift to competitive entry system and adopt other proposed enhancements to the screening criteria and process for entry-level trades training programs that are geared to aerospace.</b></p> <p>a. Arrange follow-up meeting(s) with each of the registrars and program administrators in regional colleges offering aerospace trades training to secure agreement to implement the roundtable agreements on recommended changes to the screening process. <i>(Meetings could be part of the process for Initiative 7. Changes to screening procedures and criteria could also be piloted as part of Initiative 4.)</i> In these meetings, also decide for which programs an interview by industry reps should be a mandatory step in the screening process. Establish timetable with each college for implementing the various changes.</p> <p>b. Liaise with college contacts on a regular basis to monitor implementation progress.</p> <p>c. For programs involving screening interviews with industry, hire a skilled interviewer with strong HR skills in the aerospace industry to conduct these interviews on behalf of AIABC, on a contract basis. (Could pilot with introduction of co-op AME program)</p> <p><b>KEY REFERENCES FOR MORE DETAIL:</b></p> <ul style="list-style-type: none"> <li>• MAY 29, 2002 Roundtable Meeting Record</li> <li>• JUNE 26, 2002 Roundtable Meeting Record</li> </ul>	<p>AIABC staff to oversee and manage the process</p> <p>AIABC HR Committee members to meet with registrars &amp; program coordinators in colleges</p> <p>Training providers and AIABC HR Committee to develop interview process and determine value to be assigned to interview results</p> <p>Contracted HR consultant to carry out the interviews of candidates for selected programs ("on call" basis)</p>	<p>No anticipated financial investment – except for introduction of industry interview screening process for selected programs</p> <p>Cost of the contracted interviewer (working on behalf of AIABC) to be shared by company sponsors of the selected program – AND/OR recovered from prospective program candidates through the collection of interview fees</p>	<p><b>Oct 2002 – Feb 2003 -- on</b></p> <p>Target is to have <b>agreement in place with training providers for Spring 2003 intake – at least for co-op program.</b></p> <p><b>Participant time and meeting expenses only</b></p>

ACTION STEPS	Allocation of Responsibility	Estimated Resource Requirements	Target Completion Date + Cost
<b>TRAINING Initiatives</b>			
<p><b>9 Establish a mechanism for ongoing industry leadership and stewardship of training initiatives – an <u>Aerospace Industry Training Council</u> – that will monitor labour market intelligence and also facilitate work experience placements for apprentices.</b></p> <p>a. Develop accountability and reporting structure.  b. Determine hosting and administrative support requirements.  c. Develop recruitment and selection process for forming the industry training council.  d. Identify timeline for operationalization – and responsibility for implementation steps.</p> <p><b>KEY REFERENCES FOR MORE DETAIL:</b></p> <ul style="list-style-type: none"> <li>• MARCH 27, 2002 Roundtable Meeting Record (ROUNDTABLE 2)</li> <li>• DRAFT INDUSTRY POLICY on Technical Training in BC: REGIONALIZING Training and RATIONALIZING Training (discussion notes for July 31, 2002 Roundtable)</li> <li>• Recommendations on INDUSTRY LEADERSHIP: AEROSPACE TRAINING COUNCIL (handout for July 31, 2002 Roundtable – excerpt from Roundtable 2 records – updated version produced September 17, 2002)</li> </ul>	<p>Project champions:  Michael Coughlin  Harold Kamikawaji  Sue Gardner  Spence Mikituk  Janice Antaya-Finlayson</p>	<p>Monthly meetings for volunteer members of the Council</p> <p>Administrative support from AIABC Executive Director</p>	<p>1<sup>st</sup> meeting on <b>September 18, 2002</b></p>
<b>RETENTION Initiatives</b>			
<p><b>10 Use AIABC communication vehicles – the association’s <u>newsletter, web site, Leading Edge forums</u> – to continue dissemination and discussion of <u>best practices</u> in workforce development.</b></p> <p>a. Link AIABC web site to other web sites that offer HRD expertise.  b. As HRD info is pushed on-line to AIABC office, AIABC staff, in turn, to push out to aerospace firms through an e-mail distribution list.  c. Use <i>Leading Edge</i> forums to communicate labour market trends and help AIABC members learn what practices are working well in other settings to engage and retain good workers.</p> <p><b>KEY REFERENCES</b>  Include <b>links to national on-line resources</b> such as the job quality web site sponsored by the Canadian Policy Research Network (<a href="http://www.cprn.org">www.cprn.org</a> or <a href="http://www.jobquality.ca">www.jobquality.ca</a>) and the “Workplace Health and Wellness” section of the Canadian Labour Business Centre’s web site at <a href="http://www.clbc.ca">www.clbc.ca</a></p>	<p>AIABC Executive Director</p>	<p>~1 hr. per week on ongoing basis to track and distribute new info (pulling from other clearinghouse services) and design periodic forums</p> <p>Incorporated in current duties as communications coordinator</p>	<p><b>Beginning Sept. 2002 and ONGOING</b></p> <p><b>No incremental operating cost to AIABC</b></p>

## REFERENCE LIST

The following documents are available from AIABC via download at [www.aiabc.com](http://www.aiabc.com), via telephone request (604.581.0071) or via email request to [info@aiabc.com](mailto:info@aiabc.com).

- **ROUNDTABLE ONE: RECRUITMENT STRATEGIES** – January 23, 2002. MEETING RECORD.
  - On-line services
  - Marketing campaigns
  - Expedited processes for foreign worker approvals
  - Training-related tax incentives
- **ROUNDTABLE TWO: SECONDARY SCHOOL APPRENTICESHIP TRAINING MODEL** – March 27, 2002. MEETING RECORD.
  - Secondary School – Post-Secondary Integrated Studies program
  - Common core entry-level training program
  - Multi-college partnerships
  - Inter-regional employer agreements for work placements
  - Credit transfers
  - Industry Training Council
- **ROUNDTABLE THREE: TRAINING STRATEGIES (PART II). TO ADDRESS BC'S SKILLED LABOUR SHORTAGE IN AEROSPACE** – May 29 & 30, 2002 MEETING RECORD
  - Common core entry-level training program
  - Screening criteria and procedures
  - On-the-job training and apprenticeship system
  - Co-op option for AME training
  - HR management and other soft skills training
- **ROUNDTABLE FOUR: TRAINING STRATEGIES (PART III)** – June 26, 2002 MEETING RECORD
  - Marketing strategies
  - Screening criteria and procedures
  - Co-op option for AME training
  - Multi-college partnerships and regionalization of training
  - E-learning applications
  - Credit transfers, Prior Learning Assessment & Recognition, and Transport Canada support
- **PRODUCING PRODUCTIVE PEOPLE: EXAMINING THE SUPPLY THROUGH BC TRAINING PROGRAMS OF SKILLED WORKERS FOR THE AEROSPACE INDUSTRY**. SUMMARY OF FINDINGS. Spring 2002
- **COMPETING IN A GLOBAL INDUSTRY: ATTRACTING AND RETAINING BC'S AEROSPACE INDUSTRY WORKFORCE**. SUMMARY OF RESEARCH FINDINGS. Spring 2002.
- BC AEROSPACE WORKFORCE STRATEGY **STEERING COMMITTEE CONTACT LIST**

## OTHER BACKGROUND:

- **SEE ADDITIONAL REFERENCE LISTS AT CLOSE OF EACH ROUNDTABLE RECORD.**