

# RED SEAL

THE INTERPROVINCIAL STANDARDS RED SEAL PROGRAM

## ANNUAL REPORT 2010

Canadian Council of Directors of Apprenticeship



INDUSTRY'S STANDARD OF EXCELLENCE

since 1959

The Red Seal Program is a partnership between the Government of Canada, the Provinces and the Territories.



Le programme du Sceau rouge est un partenariat entre le gouvernement du Canada, les provinces et les territoires.



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# CONTENTS

<b>MESSAGE FROM THE CHAIR</b> .....	<b>1</b>
<b>BACKGROUND INFORMATION</b> .....	<b>2</b>
INTRODUCTION .....	2
The Red Seal Program .....	2
How a Red Seal Endorsement is Obtained .....	2
Scope of the Program .....	2
<b>THE CANADIAN COUNCIL OF DIRECTORS OF APPRENTICESHIP</b> .....	<b>2</b>
Vision .....	3
Mission .....	3
Operating Principles .....	3
Strategic Plan 2009-2012 .....	3
<b>MAJOR ACTIVITIES, INITIATIVES AND ACCOMPLISHMENTS IN 2010</b> .....	<b>4</b>
<b>GOVERNANCE AND ACCOUNTABILITY</b> .....	<b>4</b>
Governance Renewal .....	4
Stakeholder Relations .....	5
Senior Officials' Engagement .....	5
<b>STRENGTHENING THE INTERPROVINCIAL STANDARDS RED SEAL PROGRAM</b> .....	<b>5</b>
Three New Red Seal Trades .....	6
Innovations in Standards Development and Assessment .....	6
Strengthening the Red Seal Program Initiative .....	6
CCDA Research Project on the Recognition of Quebec's Assessment Processes for Red Seal Endorsement .....	7
Interprovincial Standards and Examination Committee (ISEC) Activities .....	7
National Occupational Analysis .....	7
Examination Development .....	8
Interprovincial Computerized Examination Management System (ICEMS) .....	8
Service Standards for Red Seal Product Development .....	9
Assistance to Candidates .....	9
ISEC Professional Development Working Group .....	10

# ANNUAL REPORT 2010

Canadian Council of Directors  
of Apprenticeship

POLICY AND INNOVATION.....	10
Research and Evidence-Based Analysis .....	10
COMMUNICATION, PROMOTION AND OUTREACH.....	11
Communication and Promotion Committee Report.....	12
Outreach Activities .....	13
Red Seal Website .....	13
INTERJURISDICTIONAL AND INTERNATIONAL COLLABORATION .....	13
Interprovincial Alliance of Apprenticeship Board Chairs (IPA).....	14
Interprovincial Program Guides (IPGs) .....	14
Integration of Essential Skills into Apprenticeship .....	15
Language Benchmarking of the Red Seal Trades .....	15
Supporting the Mobility of Military Tradespersons into Civilian Skilled Trades Occupations .....	15
Forum of Labour Market Ministers .....	16
<b>STATISTICAL INFORMATION .....</b>	<b>17</b>
RED SEAL STATISTICS .....	17
STATISTICAL PROFILES .....	18
<b>MEMBERS OF THE CCDA (MARCH 2010) .....</b>	<b>22</b>
<b>APPENDIX .....</b>	<b>24</b>
Overview of the 2009-2012 Strategic Plan .....	24

## MESSAGE FROM THE CHAIR



is undiminished by age or accomplishments of the past.

In fact, the key driver propelling the Red Seal Program forward in 2010 was the recognition that the Program needs to be more relevant and accountable to industry than ever before. Global competition, demographic pressures on labour supply and productivity, and the dizzying impact of technology have all raised the performance bar for the Red Seal Program.

The Canadian Council of Directors of Apprenticeship (CCDA), which oversees the Program, responded to the challenge in 2009 by sharpening the focus of its multi-year Strategic Plan. 2010 was about marshalling the organizational discipline to begin to execute that plan.

With governance and accountability a key priority, a new governance structure and the launch of a Stakeholder Relations Committee were key achievements in 2010. So too was the development of a Performance Measurement Plan that forms the basis of this report's presentation approach.

2010 marked the beginning of the Red Seal Program's second half century. The intensity and scope of the initiatives highlighted in this 2010 Annual Report underscore an energy and commitment to the Program's continuous improvement that

I invite you to assess for yourself the vitality of the Red Seal Program and the relevance of its value proposition to industry as you peruse this report. It is my hope that, as you do, you will feel sufficiently engaged to take the time to share with me personally (kevans@itabc.ca) your observations of where we still have work to do and your ideas for how we can ensure the 2011 Annual Report chronicles another year of continuous improvement.

I would like to extend my sincere gratitude to all who have contributed to a successful year: my fellow Directors of Apprenticeship from across Canada, the dedicated staff at Human Resources and Skills Development Canada (HRSDC), the indefatigable members of the Interprovincial Standards and Examination Committee (ISEC), the Interprovincial Alliance of Apprenticeship Board Chairs (IPA) and all of the Program's stakeholders who hold us accountable. This was a second half-century debut that we should all be proud of and that should energize us to conquer the challenges of the year ahead.

A handwritten signature in black ink that reads "Kevin Evans". The signature is written in a cursive, flowing style.

Kevin Evans,  
Chair, CCDA

# BACKGROUND INFORMATION

## INTRODUCTION

### THE RED SEAL PROGRAM

Since its inception in 1959, the Red Seal Program has come to be recognized throughout Canada as an industry endorsed standard of excellence for the skilled trades. The prestigious Red Seal provides the assurance that a worker who has received this endorsement is qualified according to the highest standards of competency in the skilled trades. The Red Seal Program is a ministered by the Canadian Council of Directors of Apprenticeship (CCDA).

In an interprovincial labour market where all professional certificates or licences are recognized in all jurisdictions under the Agreement on Internal Trade (AIT), the Red Seal provides the assurance and certainty that workers are qualified according to standards of knowledge and competency as defined by Canadian industry. This assurance is the result of a rigorous process involving contributions from industry experts throughout the country and the Red Seal remains a time-tested standard of excellence and an endorsement that is known and trusted by industry.

Apprenticeship is an important component of labour market development and the postsecondary education system in Canada. It paves the way to attractive career choices through the delivery of high quality training to industry standards. A highly qualified workforce is essential for increasing productivity and competitiveness, which are crucial to Canada's economic well-being and way of life. The Red Seal Program plays a vital role in developing a productive, mobile and highly qualified workforce in Canada.

### HOW A RED SEAL ENDORSEMENT IS OBTAINED

Through the Red Seal Program, certified journey persons and apprentices who complete their training and pass interprovincial Red Seal examination receive a Red Seal endorsement on their Certificates of Qualification. Eligible uncertified, but experienced skilled trades workers may also challenge interprovincial Red Seal examinations and, when successful, will receive a Red Seal endorsement on their certificates.

### SCOPE OF THE PROGRAM

In 2010, the Red Seal Program included fifty-three trades, representing a substantial portion of Canada's skilled trades workforce. The Program offers many advantages in the current labour market. For skilled tradespersons, the Red Seal is a prestigious symbol of professional pride. Many consumers see the Red Seal endorsement as the industry standard for competency, which gives workers with this endorsement a competitive advantage. Moreover, by encouraging standardization of apprenticeship and certification programs in the provinces and territories, the Red Seal provides workers who obtain this endorsement automatic professional recognition throughout Canada.

### THE CANADIAN COUNCIL OF DIRECTORS OF APPRENTICESHIP

The CCDA is responsible for the management of the Interprovincial Standards Red Seal Program. The CCDA is composed of provincial and territorial administrators responsible for apprenticeship and representatives from HRSDC.

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**OVER 178,000 RED SEALS ISSUED IN THE LAST 10 YEARS**

The core purpose of the CCDA is to facilitate the development of a certified, highly competent and mobile skilled trades workforce in Canada through the application of occupational standards that are recognized and trusted by industry from coast to coast to coast. These standards are developed by industry itself through the Interprovincial Standards Red Seal Program.

The CCDA encourages the standardization of provincial and territorial apprenticeship training and certification programs by developing and maintaining interprovincial standards of qualification for Red Seal trades, in partnership with apprenticeship and trade certification stakeholders.

## VISION

The CCDA is a leader in the development of innovative industry-driven standards, competency assessment and skills recognition in the trades.

## MISSION

To provide a forum for interjurisdictional collaboration that facilitates the development of a certified, highly skilled and mobile trades workforce.

## OPERATING PRINCIPLES

During its June 2009 strategic planning session, the CCDA established the following seven key operating principles that support its strategic priorities. These principles are reflected in the *CCDA Strategic Plan 2009-2012*.

**Industry-driven:** The CCDA is committed to the full engagement of industry in defining the occupational standards for the skilled trades, as exemplified by the Red Seal Program.

**Rigorous:** The CCDA is committed to activities that are results-driven and based on strategic and operational requirements. The policies and strategic directions of the CCDA will be guided by strong evidence-based analysis.

**Accessible:** Jurisdictions and stakeholders will have the opportunity to participate fully in the initiatives undertaken by the CCDA.

**Innovative:** The CCDA is committed to exploring creative ideas and solutions to meet changing needs, challenges and expectations, including flexible and alternative approaches to assessment and recognition of qualifications.

**Responsive:** The CCDA is able to adapt its processes and products in a timely fashion in response to changing environments and needs of its partners. All processes will take into consideration quality assurance and the need for a timely response to stakeholder needs.

**Accountable:** Strategic planning, performance management, performance measurement, and reporting are foundational to the practice and culture of the CCDA.

**Transparent:** The CCDA is committed to communicating decisions openly and accepting responsibility for their outcomes.

## STRATEGIC PLAN 2009-2012

In 2009, the CCDA undertook a major revision of its Strategic Plan to ensure that the Red Seal Program continues to be relevant, strong and able to respond to increasing industry expectations for accountability, transparency and responsiveness. In 2010, the CCDA acted on its strategic directions and undertook a series of activities to fulfill its strategic goals. Major activities, initiatives and accomplishments in this annual report are organized according to the strategic priorities outlined in the *Strategic Plan 2009-2012* which is available to the public on the Products page of the Red Seal Website.<sup>1</sup> The CCDA has also developed nineteen performance indicators<sup>1</sup> to report on its achievements and is pleased to highlight some of the key performance results under each strategic priority section in this annual report. Public performance reporting is at the core of the CCDA's commitment to accountability, transparency and continuous improvement.

<sup>1</sup> <http://www.red-seal.ca/c.4nt.2nt@eng.jsp?cid=25>

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## 53 DESIGNATED RED SEAL TRADES

# MAJOR ACTIVITIES, INITIATIVES AND ACCOMPLISHMENTS IN 2010

## GOVERNANCE AND ACCOUNTABILITY

In response to increased expectations from industry and the commitment to good governance and accountability, the CCDA established governance and accountability as one of its strategic priorities for 2009-2012. In 2010, the CCDA began the work to enhance the governance structure and accountability practices to ensure that the CCDA operates in a transparent and accountable fashion.

### KEY RESULTS:

- The CCDA has sought and received input from a broad range of national and provincial-territorial stakeholders through meetings and written submissions as part of the consultation on the Strengthening the Red Seal initiative.
- CCDA members have engaged their respective senior officials to provide information on and seek support for the CCDA strategic directions.
- CCDA undertook a governance review and approved a new overall governance structure in October 2010.

## GOVERNANCE RENEWAL

The Strategic Plan 2009-2012 calls for the CCDA to enhance its “governance structure and accountability practices to ensure that the CCDA operates in a transparent and accountable fashion.”

In the spring of 2010, the CCDA identified the need to review and modify its governance structure and established a Governance Review Working Group to oversee the review process.

In April 2010, the CCDA engaged the services of a consulting firm with expertise on governance issues which produced a report that has helped to guide the review process. The objective of the review was to examine the effectiveness and efficiency of the decision-making process, the roles, responsibilities and accountabilities of CCDA and its committees, the link between its strategic directions and organizational performance, the responsiveness to stakeholders, and succession planning.

In October 2010, the CCDA approved a new overall governance structure which consists of four standing committees that are accountable to the CCDA, and a structure of technical committees where each technical committee is accountable to a standing committee. The four CCDA standing committees are: the Executive Committee, the Governance Committee, the Stakeholder Relations Committee and the Strategic Initiatives Committee. The CCDA is confident that the new governance structure will result in the CCDA's being more responsive, transparent and accountable to all its stakeholders.

The newly created Governance Committee was mandated by the CCDA to oversee the completion of the governance review process. The next steps in the process include confirming the composition

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**THE FIRST RED SEAL WAS ISSUED IN 1959 TO AN APPRENTICE WHO SUCCESSFULLY COMPLETED THE MOTOR VEHICLE REPAIRER INTERPROVINCIAL EXAMINATION**



and reporting structure of the technical committees and developing new terms of reference for the CCDA and all its standing and technical committees. Full implementation of the new CCDA governance structure is targeted for June 2011.

## STAKEHOLDER RELATIONS

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### KEY RESULT:

- The CCDA worked closely with the Canadian Operating Engineers Joint Apprenticeship Training Council (COEJATC) in the designation of three new Red Seal trades.
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The Stakeholder Relations Committee (SRC) is a new standing committee of the CCDA that replaced the former CCDA Industry Relations Committee. The SRC will help the CCDA to better understand the challenges facing Canada's apprenticeship systems and to be more responsive to the needs of industry groups. Greater responsiveness and transparency will improve accountability and help ensure that the Red Seal Program is truly "industry-driven" and relevant to stakeholder needs. The intent is to start an ongoing and proactive engagement with industry and other apprenticeship stakeholders. The standing committee will act as a focal point to convey information about the CCDA and its activities, establish and maintain linkages with stakeholders and seek input on the Red Seal Program and apprenticeship matters.

Work has begun to engage national stakeholders to obtain high-level strategic advice on the Red Seal Program, to discuss broad apprenticeship issues at the national level and to prepare for the next steps in the Strengthening the Red Seal initiative. CCDA members continue to engage industry stakeholders in their respective jurisdictions.

## SENIOR OFFICIALS' ENGAGEMENT

As part of the strategic priority around governance and accountability, the CCDA is engaging federal-provincial/territorial senior officials to share information and provide guidance to the CCDA to strengthen accountability and ensure that the Red Seal Program remains responsive to industry needs. Engagement of senior officials will promote a high-level understanding of and effective collaboration around, both broad apprenticeship issues and the strategic directions of the Red Seal Program.

## STRENGTHENING THE INTERPROVINCIAL STANDARDS RED SEAL PROGRAM

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Another strategic priority for the CCDA is to strengthen the Red Seal Program to ensure that the Red Seal remains a standard of excellence and a prestigious credential for the skilled trades. The CCDA defines this priority as the undertaking of activities in cooperation with jurisdictions, industry, tradespersons and other stakeholders to strengthen the Red Seal Program.

### KEY RESULTS:

- Three new Red Seal trades were designated by the CCDA.
- Seventeen consultation sessions were held with over 300 stakeholders in 2010 on the Strengthening the Red Seal initiative.
- As part of the Multiple Assessment Pathways (MAP) project, multiple assessment tools (such as practical, oral and written tests) for the Cook and Heavy Duty Equipment Technician trades were developed in 2010. These assessment tools are intended to be pilot-tested in a number of jurisdictions beginning in 2011.
- A research project was launched to assess the equivalency of Quebec's certification assessment process with the Red Seal process in two trades.

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## PROGRAM ESTABLISHED TO DEVELOP INTERPROVINCIAL OCCUPATIONAL STANDARDS IN 1952

## THREE NEW RED SEAL TRADES

Three more trades were designated by the CCDA for inclusion in the Interprovincial Standards Red Seal Program in October 2010. The newest Red Seal trades are:

- Heavy Equipment Operator;
- Tower Crane Operator;
- Mobile Crane Operator (Hydraulic).

The Interprovincial Standards and Examination Committee (ISEC) and the Red Seal Product Development Team at HRSDC will commence the work to develop the National Occupational Analyses (NOAs) for these new trades. It is anticipated that the NOAs for the three trades will be published in 2012, enabling the development of examination item banks. Examinations for these new trades should be available in the fall of 2013.

As part of the work leading up to Red Seal designation, the CCDA collaborated with the Canadian Operating Engineers Joint Apprenticeship Training Council (COEJATC) in consulting with the crane and hoist industry to explore labour mobility solutions. COEJATC will also help the CCDA define the interprovincial scope of practice for the Heavy Equipment Operator trade.

A comprehensive national consultation for the various crane trades was concluded in 2010. The consultation, which was led by New Brunswick, achieved industry consensus on definitions for the Mobile Crane Operator's hydraulic and friction branches and culminated in a new Red Seal designation this year.

## INNOVATIONS IN STANDARDS DEVELOPMENT AND ASSESSMENT

### STRENGTHENING THE RED SEAL INITIATIVE

The Strengthening the Red Seal initiative aims to ensure that the Red Seal maintains its status as the industry-accepted standard for competency in the skilled trades across Canada. The CCDA is committed to engaging industry and promoting the Red Seal more vigorously as a prestigious credential to employers, tradespeople and consumers. The CCDA is exploring an innovative model of competency-based standards that could be the next step in the evolution of national occupational standards for the skilled trades.

During 2010, the CCDA reached out to its member jurisdictions and industry stakeholders to discuss the proposed strategic direction of the Interprovincial Standards Red Seal Program. To date, seventeen consultation sessions have been held with over 300 stakeholders participating. Further consultations will be conducted in the spring/summer of 2011 by means of an online survey of a broad group of stakeholders. Input received during all consultations will help ensure that the concepts developed as part of the Strengthening the Red Seal initiative resonate with stakeholders and are seen to be a valuable addition to the current Red Seal Program.

The concepts that underpin the Strengthening the Red Seal initiative are informed by international best practices with input and participation from industry. At the core of the initiative is the development of Occupational Performance Standards (OPS) that can provide consistent, industry-defined standards of competency and that support the development of assessment tools to be used in jurisdictions to assess candidates for certification.

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**524,012** RED SEAL ENDORSEMENTS ISSUED SINCE  
INCEPTION OF EXAMINATIONS IN 1959

The Multiple Assessment Pathways (MAP) pilot project is the assessment component of the Strengthening the Red Seal initiative. The pilot project will explore enhanced methods for assessing mature trades challengers whose skills have been gained outside formal apprenticeship programs. Since June 2008, pilots have been undertaken in two Red Seal trades: Cook and Heavy Duty Equipment Technician in four jurisdictions (BC, SK, NS and NB). It is estimated that the pilots will be completed by March 2012. Activities during 2010 for the pilots included the development and validation of Occupational Performance Standards (OPS), the development of assessment methodology and tools, and the training of assessors for the two trades. Assessments of trades challengers will take place in early 2011 with an evaluation being completed by the end of June. MAP evaluation results and the input received during the jurisdictional and industry consultations will be used in determining the next steps for the Strengthening the Red Seal initiative.

#### CCDA RESEARCH PROJECT ON THE RECOGNITION OF QUEBEC'S ASSESSMENT PROCESSES FOR RED SEAL ENDORSEMENT

As outlined in its *Strategic Plan 2009-2012*, the CCDA aims to increase its promotion of the Red Seal Program. Quebec currently uses its own provincial examinations as the final step in the certification process. At the request of Quebec, the CCDA has agreed to examine Quebec's assessment processes to determine whether they are equivalent to the Red Seal assessment process and could lead to the issuance of the Red Seal endorsement.

The CCDA struck a working group which is overseeing a research project designed to assess the equivalency of two of Quebec's assessment processes against the Red Seal assessment process. The CCDA will be seeking feedback from stakeholders, both within Quebec and outside the province over the spring and summer of 2011 as part of this process.

#### INTERPROVINCIAL STANDARDS AND EXAMINATION COMMITTEE (ISEC) ACTIVITIES

The Interprovincial Standards and Examination Committee (ISEC) is a working committee that reports to the CCDA. It is considered the "engine room" of the Red Seal Program and provides a vital link for industry partners to develop current and relevant standards to facilitate the development of a certified, competent and mobile skilled trades workforce. The ISEC is composed of one member from each province and territory and two members from HRSDC. This committee is responsible for the ongoing development of Red Seal standards (National Occupational Analyses) and the development of interprovincial examinations based on those standards. The ISEC sets guidelines for administrative and security procedures related to the development of Red Seal products. It keeps industry active in the development by seeking their participation and input on trade designation and product development activities. The ISEC is also tasked with developing annual workplans to keep all standards and exams up to date according to industry requirements.

#### NATIONAL OCCUPATIONAL ANALYSIS

A National Occupational Analysis (NOA) describes the skills required to perform the duties of a particular occupation. It is developed and validated with the direct involvement of trade experts from across Canada. NOAs are the foundation documents for the Red Seal trades from which the interprovincial Red Seal examinations are developed. To foster standardization in training and certification among jurisdictions, the CCDA also encourages the use of NOAs as the foundation documents for developing apprenticeship training curricula.

NOAs continue to evolve to meet the needs of apprenticeship and industry users. Since 2007, NOAs have been developed to include competency statements. Competency Statements describe the

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**402,979** RED SEAL ENDORSEMENTS ISSUED TO APPRENTICES SINCE INCEPTION

activities that a person is expected to be able to perform in order to be certified in a skilled trade. Essential Skills summaries have also been added to the NOAs. Competency Statements and Essential Skills information have made the description of the trades more complete. These have provided additional detail required to improve assessment tools.

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## KEY RESULTS:

In 2010, the following activities were undertaken:

- **Development workshops were held for six Red Seal trades:**
  - Tool and Die Maker
  - Appliance Service Technician
  - Industrial Electrician
  - Construction Electrician
  - Bricklayer
  - Painter and Decorator
- **Three NOAs were reviewed and updated with the participation of industry subject matter experts from across Canada:**
  - Ironworker (Reinforcing)
  - Ironworker (Structural/Ornamental)
  - Ironworker (Generalist)
- **Fifteen NOAs were published during the year:**
  - Tool and Die Maker
  - Plumber
  - Ironworker (Generalist)
  - Ironworker (Reinforcing)
  - Ironworker (Structural/Ornamental)
  - Steamfitter/Pipefitter
  - Tiler
  - Sheet Metal Worker
  - Truck and Transport Mechanic
  - Instrumentation and Control Technician
  - Partsperson
  - Machinist
  - Landscape Horticulturist
  - Carpenter
  - Motor Vehicle Body Repairer (Metal and Paint)

## EXAMINATION DEVELOPMENT

Interprovincial Red Seal examinations are used to determine whether apprentices and experienced tradespersons meet the pan-Canadian standard in a particular Red Seal trade. In 2010, eleven workshops were held to update interprovincial Red Seal examinations. In addition, thirty-nine new examinations for twelve Red Seal trades were released from the Interprovincial Computerized Examination Management System (ICEMS).

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## KEY RESULTS:

- **Eleven item bank development workshops were held:**
  - Carpenter
  - Instrumentation and Control Technician
  - Ironworker (Reinforcing)
  - Ironworker (Structural/Ornamental)
  - Landscape/Horticulturist
  - Machinist
  - Motor Vehicle Body Repairer (Metal and Paint)
  - Partsperson
  - Sheet Metal Worker
  - Tiler
  - Truck and Transport Mechanic

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## INTERPROVINCIAL COMPUTERIZED EXAMINATION MANAGEMENT SYSTEM (ICEMS)

ICEMS is a bilingual automated examination development and administration system that uses stored item banks to generate examinations for Red Seal trades. ICEMS is a federal-provincial/territorial (FPT) cost-shared initiative that provides the foundation for the development and administration of Red Seal item banks and examinations that enable over 40,000 skilled tradespeople from across Canada to challenge Red Seal examinations annually.

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**121,033** RED SEAL ENDORSEMENTS ISSUED TO  
TRADE QUALIFIERS SINCE INCEPTION

Since its implementation in 2001, ICEMS has improved efficiency and accelerated the examination development process for all Red Seal trades. After ten years of operation, it is time to rewrite the application to meet new technology standards. A request for proposals to secure the services of a new information technology (IT) service provider to rewrite and host the new application (ICEIMS 2) will be released in the fall of 2011. The redevelopment work on ICEIMS 2 is scheduled to start in 2012 and it is estimated that it will take up to one year for ICEIMS 2 to become operational.

#### SERVICE STANDARDS FOR RED SEAL PRODUCT DEVELOPMENT

In 2007, the CCDA determined a need to develop Service Standards to plan and monitor its product development activities more closely. The goal was to ensure that Red Seal products remained current and were developed within reasonable timelines, and to maintain productive collaboration with industry partners.

Since the introduction of Service Standards, the impact has been considerable. Keeping Red Seal products up to date is a key priority and Service Standards goals have been consistently met in this critical area. Over half the Red Seal trades have had NOAs published in the past two years and 46% have had NOAs published in the past three years. The percentage of interprovincial Red Seal examinations based on NOAs published in the past five years has almost doubled since 2007 (from 45% to 89%). More recent planning has improved the renewal cycle for the NOAs and for the interprovincial Red Seal examinations. Consultation has been improved to ensure that products are renewed based on industry need.

The impact of Service Standards on the timelines for product development is also being closely monitored. Improved planning and streamlining of processes have resulted in a marked improvement in the time it takes to coordinate, consult, review and finalize NOAs and interprovincial Red Seal examinations. The number of trades for which new exams have been released has substantially increased while the time required for full development has steadily declined.

While important gains in efficiency and quality assurance have been realized, partnership and collaboration remain key components to the success of the Red Seal Program. Service Standards measure the collaborative effort that has gone into the development of NOAs and interprovincial Red Seal examinations, and recognize the important contribution that all partners make in the continuous improvement of Red Seal standards and examinations.

#### ASSISTANCE TO CANDIDATES

Various tools have been developed and posted on the Red Seal Website over the past few years to help candidates in their preparations to challenge interprovincial Red Seal examinations. Among these tools are sample questions designed to help potential candidates become familiar with types and formats of questions found on Red Seal exams. As of December 2010, approximately 70% of the Red Seal trades had sample questions available on the Red Seal Website. Ongoing work by jurisdictions is helping to maintain the currency of these sample questions and contributing to the development of new sample questions for the remaining Red Seal trades.

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**83%** INCREASE OF RED SEALS ISSUED IN THE  
LAST 10 YEARS (2001-2010)

## ISEC PROFESSIONAL DEVELOPMENT WORKING GROUP

In March of 2010, the ISEC Professional Development Working Group conducted its annual workshop for jurisdictional Program Development Officers (PDOs). The workshop included delivery of a training session on small group facilitation skills. Additionally, HRSDC staff delivered sessions on NOA development processes and on facilitation skills as they relate to item bank development. A total of twenty-six participants were engaged in the training session, including provincial, territorial and HRSDC staff members. Initial applications of this training have resulted in a better understanding of the item bank development process, including increased knowledge of the facilitator's role and responsibilities.

## POLICY AND INNOVATION

Given the changing environment, new challenges and increasing pressures on the Red Seal Program, the CCDA needs to focus its research to ensure that it has solid evidence to support innovation and policy development. Through the policy and innovation strategic priority, the CCDA plans to conduct research and analysis that provide strategic value and support for innovative approaches to apprenticeship training and certification and the Red Seal Program.

### KEY RESULTS:

- The CCDA Research Committee began implementation of two projects in the first year of its multi-year research workplan.
- The CCDA approved nine in-depth research reports that used data from the National Apprenticeship Survey (NAS). This research initiative reinforced collaboration and research capacity among jurisdictions.
- The CCDA continues to collaborate on research projects with the academic community networks such as the Canadian Labour Market and Skills Researchers Network (CLSRN).

## RESEARCH AND EVIDENCE-BASED ANALYSIS

Through the work of the Research Committee and its subcommittees, the CCDA addressed some key questions on apprenticeship over the past year. This work reinforced research collaboration among the provinces and territories, the federal government, apprenticeship stakeholders and the academic community.

In 2010, an extensive research initiative, which began in 2008, resulted in the finalization and approval of nine in-depth research studies on topics related to apprenticeship. The studies were produced from the analysis of the 2007 National Apprenticeship Survey (NAS) data and are the result of an innovative research partnership between the CCDA, HRSDC and Statistics Canada.

The nine reports will be released on the Red Seal Website in the spring of 2011. The topics are:

- *Factors Influencing Completion of Apprenticeship*
- *Interprovincial Mobility*
- *Influence of Labour Market and Economic Conditions on Completion and Long-Term Continuation of Apprenticeship Programs in Canada*
- *Labour Market Outcomes of Canadian Apprentices*
- *The Impact of Compulsory Certification on Apprenticeship in Canada*
- *Perceptions of the Quality of Training*
- *Profile of Participants*

**IN 2008, APPROXIMATELY 85% OF APPRENTICES WERE REGISTERED IN A RED SEAL DESIGNATED TRADE**



- *Participation of Women, Immigrants and Aboriginal People in Apprenticeship Programs*
- *Motivation to Enter Apprenticeship*

The CCDA also began the implementation of its *Multi-Year Research Plan* (available on the Products page of the Red Seal Website)<sup>2</sup>, which aims to continue fostering the successful collaborative research model used for the research on the NAS. In 2010, the CCDA focused its attention on the first two projects of the multi-year research plan:

- Completion, certification and outcomes of apprentices – this project will examine the labour market and social outcomes of apprentices and measure the economic impact of apprenticeship in the skilled trades.
- Validation of the Red Seal examination process – This project will attempt to determine the extent to which Red Seal examinations are good indicators of trade competency through various methods such as job analysis, analysis of exam scores, and performance measurement.

The CCDA continues to collaborate with the academic community through networks such as the Canadian Labour Market and Skills Researcher Network (CLSRN), with the objective of expanding the number of researchers exploring issues in the area of apprenticeship. In 2010, seven reports on apprenticeship authored by CLSRN academics were finalized.

In addition, for the first time, a national survey to measure employer knowledge and use of the Red Seal Program and its products was conducted in 2010. The results of this survey will be used to support the CCDA's Performance Measurement Plan and Communications Strategy.

<sup>2</sup> <http://www.red-seal.ca/c.4nt.2nt@-eng.jsp?cid=25>

The CCDA collaborated with HRSDC, Statistics Canada and the Council of Ministers of Education Canada (CMEC) in order to develop a questionnaire for possible inclusion in the 2012 edition of the Programme for International Student Assessment (PISA) survey. The additional content would attempt to capture the extent of youth perception, awareness, aspirations and exposure towards apprenticeship and the trades.

Finally, the CCDA continues to collaborate with the Canadian Apprenticeship Forum (CAF) to share research agendas, discuss common research interests, exchange ideas and advance apprenticeship research initiatives.

## COMMUNICATION, PROMOTION AND OUTREACH

The CCDA recognizes the need to increase awareness of the Red Seal Program as a standard of excellence for the skilled trades among apprentices, industry, partners and the general public. Through its communication, promotion and outreach strategic priority, the CCDA plans to develop and maintain strong ties with key apprenticeship stakeholders and partners and increase public awareness of the Red Seal Program.

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### KEY RESULTS:

- The *CCDA Annual Report 2009*, the *CCDA Strategic Plan 2009-2012* and the first edition of the Red Seal e-Newsletter were published.
- Fifteen National Occupational Analyses (NOAs) and nine Interprovincial Program Guides (IPGs) were published.
- 5,654 NOAs, 54,941 Red Seal pamphlets and 10,150 Red Seal pins were distributed.

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## ESSENTIAL SKILLS PROFILES HAVE BEEN CREATED FOR 44 OF THE RED SEAL TRADES

# ANNUAL REPORT 2010

Canadian Council of Directors of Apprenticeship

## KEY RESULTS:

In 2010, the CCDA undertook a national employer survey in order to measure the level of employers' awareness, knowledge and use of the Interprovincial Red Seal Program. The results of the survey will form the baseline information to inform future performance measurement strategies and will be used in designing future communications strategies. Key findings include:

- 78% of private sector employers (83% for the public sector) indicated that Red Seal endorsed journeypersons would have a moderate or strong hiring advantage.
- 62% of private sector employers (71% for the public sector) indicated that the skills and abilities of certified journeypersons with Red Seal endorsement are more than meeting the needs of their organizations.
- 49% of employers in the private sector (54% for the public sector) are aware of the Red Seal Program.
- 15% of employers in the private sector (13% for the public sector) use the hiring of Red Seal endorsed journeypersons to promote their services.

## COMMUNICATION AND PROMOTION COMMITTEE REPORT

In 2010, through its Communication and Promotion Committee (CPC), the CCDA continued to execute its recently developed Communications Strategy to position the Red Seal Program as the standard of excellence for the skilled trades and to encourage employers to consider the Red Seal as a competitive advantage and marketing tool. As a result of this strategy, several initiatives to reinforce the communication and promotion of the Red Seal

Program were implemented. These initiatives included promotion of Essential Skills, creation of the Red Seal e-Newsletter, award presentations, and establishment of the new toll-free Red Seal information line.

In an effort to support the integration of Essential Skills into all apprenticeship systems, the CCDA made available on the Red Seal Website a series of twenty-seven Essential Skills tools designed specifically for the skilled trades.

The new semi-annual *Red Seal e-Newsletter*, a multi-media communications tool, was launched in 2010. The e-Newsletter provides a range of information on the Red Seal Program and its initiatives to all CCDA members, Interprovincial Alliance of Apprenticeship Board Chairs (IPA), Interprovincial Standards and Examination Committee members, and national stakeholders. To access the latest edition, you can visit the e-Newsletter page of the Red Seal Website.<sup>3</sup>

The inaugural Darryl Cruickshank Memorial Award was presented at the 2010 Canadian Apprenticeship Forum Conference in St. John's, Newfoundland and Labrador. The award was presented by the daughter of the late Mr. Cruickshank to Mr. James 'Paul' McLellan, CEO of Alliance Energy Group of Companies, in the presence of approximately 450 apprenticeship delegates from across Canada.

This award was established to honour the contributions of Darryl Cruickshank to the Interprovincial Standards Red Seal Program. Darryl was devoted to his work with the CCDA Secretariat and the provision of opportunities for young people to achieve high standards of skilled trades competence. He believed strongly that qualified Canadian tradespersons should be certified to practice their trade anywhere in Canada, and he

<sup>3</sup> <http://www.red-seal.ca/c.4nt.2nt@-eng.jsp?cid=32>

**40,048** RED SEAL EXAMINATIONS WERE WRITTEN  
IN 2010



worked tirelessly to promote the Interprovincial Standards Red Seal Program. The award is presented biennially to a Canadian who has demonstrated inspirational leadership and outstanding achievement in the promotion and development of apprenticeship training for aspiring skilled tradespersons.

In 2010, the Interprovincial Standards Red Seal Program established an information line to provide Canadians with a toll-free service to answer frequently asked questions about the Program, as well as financial incentives for apprenticeship. The number is 1-877-599-6933. Callers also have the option of leaving a message and an agent will return their call to answer questions.

With successful implementation of the above communication tools and projects in 2010, the Communication and Promotion Committee, working in conjunction with the CCDA and the IPA, has supported the Red Seal Communications Strategy to position the Red Seal Program as industry's standard of excellence.

### **OUTREACH ACTIVITIES**

The Red Seal Program continues to be promoted through a variety of outreach activities. The value of the Red Seal Program was presented to numerous educators, students, employers and industry stakeholders through the use of the Red Seal kiosk. This kiosk travelled to four national events in 2010:

- CANNEXUS – an event hosted by the Canadian Education and Research Institute for Counselling (Ottawa, ON)
- NATCON – National Consultation on Career Development (Toronto, ON)
- Skills Canada Competition-National (Waterloo, ON)
- Canadian Apprenticeship Forum Biennial Conference (St. John's, NL)

Numerous promotional materials, including brochures, lapel pins, kit folders and magnets were distributed at these events through the kiosk. These materials were also distributed upon request to the provinces and territories for use at local and regional events. Promotional tools aim to increase awareness of the Red Seal Program and its value proposition.

### **RED SEAL WEBSITE**

The Red Seal Website is the primary communications portal of the CCDA. All promotional materials are designed to drive requests for Red Seal information to this Website. The site provides a directory of resources for secondary information, including provincial and territorial apprenticeship authorities. The new Red Seal e-Newsletter is featured on the Website. From October to December 2010, the Red Seal Website had over 60,000 visitors, resulting in 222,145 page views.<sup>4</sup>

More information about the Red Seal Program, including a list of the designated Red Seal trades in Canada, is available at [www.red-seal.ca](http://www.red-seal.ca).

### **INTERJURISDICTIONAL AND INTERNATIONAL COLLABORATION**

Interjurisdictional and international collaboration is another CCDA strategic priority. Its goal is to encourage and increase collaboration amongst the provinces and territories and with international partners in order to improve the Red Seal Program and share best practices and knowledge related to apprenticeship training and certification.

<sup>4</sup>For 2010, statistical data was available only from October 2010.

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**29,081** | **APPRENTICES WROTE RED SEAL EXAMINATIONS IN 2010 – 76% PASS RATE**

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## KEY RESULTS:

Jurisdictions reported numerous active partnerships and collaborative projects. For example:

- Active partnership among the Atlantic provinces on a range of projects through the Atlantic Apprenticeship Council.
- Ontario and Quebec continue to address shared issues and common challenges and pursue new opportunities through the Ontario-Quebec Trade and Cooperation Agreement.
- Collaboration between Manitoba and Saskatchewan on an E-Apprenticeship Development and Delivery initiative.
- Provision of Aircraft Maintenance Journey person training in Manitoba for apprentices from British Columbia, Alberta, Saskatchewan, Ontario and the Northwest Territories.
- British Columbia initiated an informal network with other jurisdictions to share best practices in the area of communications.
- Alberta works closely with the three territories in supporting apprenticeship training, using level exams and offering technical training.

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## INTERPROVINCIAL ALLIANCE OF APPRENTICESHIP BOARD CHAIRS (IPA)

The Interprovincial Alliance of Apprenticeship Board Chairs (IPA) was established in 1997 and comprises the Board Chairs for apprenticeship training and certification systems in the provinces and territories. The mandate of the IPA is to foster interprovincial cooperation in industry training by facilitating dialogue and liaising between apprenticeship, trade-certification and workplace training systems in the provinces and territories.

To support its mandate, the IPA maintains relationships with the CCDA and the Canadian Apprenticeship Forum (CAF). The IPA Board Chairs work in collaboration with the CCDA to develop policy and promote a standard of excellence in apprenticeship training through the Red Seal designation. As members of CAF, IPA Board Chairs work with other CAF members to support discussions related to issues in apprenticeship training and certification. To facilitate its work with both the CCDA and CAF, the IPA discusses policy and regulatory ideas, reviews information and research prepared by the CCDA and CAF, provides recommendations, and champions initiatives. The IPA will promote apprenticeship issues involving policy or program changes at the federal, provincial and territorial levels of government.

IPA members provide significant support and advice to the CCDA on matters related to apprenticeship and the Red Seal Program through participation in CCDA meetings. The IPA is also represented on various CCDA standing committees, such as the Stakeholder Relations Committee, and project-specific working groups.

## INTERPROVINCIAL PROGRAM GUIDES (IPGs)

In January 2005, the CCDA approved an initiative to develop Interprovincial Program Guides (IPGs), which was based on collaborative work within the Atlantic Provinces to develop common training for apprenticeship programs. The current IPGs represent the suggested minimum common-core content for the development of jurisdictional training standards and outlines in designated Red Seal trades. They were designed to assist program development staff in the design of provincial and territorial apprenticeship training plans. The IPGs contain technical training outcomes based on sub-tasks identified as “common-core” in NOAs.

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**10,967** TRADE QUALIFIERS WROTE RED SEAL  
EXAMINATIONS IN 2010 – **58% PASS RATE**

These guides are developed and validated through extensive industry consultation with participating provinces and territories. By the end of 2010, twenty-two IPGs were developed and are available on the Red Seal Website.

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**KEY RESULTS:**

During 2010, IPG development workshops were held for three trades and nine IPGs were published.

- **Three IPG development workshops:**
  - Landscape Horticulturist
  - Metal Fabricator (Fitter)
  - Welder
- **Nine IPGs published:**
  - Construction Electrician
  - Industrial Electrician
  - Instrumentation and Control Technician
  - Ironworker (Generalist)
  - Ironworker (Reinforcing)
  - Ironworker (Structural/Ornamental)
  - Landscape Horticulturist
  - Plumber
  - Steamfitter/Pipefitter

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**INTEGRATION OF ESSENTIAL SKILLS INTO APPRENTICESHIP**

Building on the successful launch of twenty-seven Essential Skills tools in 2010, efforts have concentrated on dissemination of the resources. The tools were distributed at over thirty conferences and presentations nationwide, as well as at jurisdictional activities and career week events across Canada. These efforts led to over 225,000 requests for copies of the tools in 2010. Preliminary feedback has indicated that the tools are being used in a variety of settings, including career counselling, skills upgrading programs and skilled trades courses. Seven additional Essential Skills tools are in development to complement the existing series.

**LANGUAGE BENCHMARKING OF THE RED SEAL TRADES**

In 2007, the Centre for Canadian Language Benchmarks (CCLB) analyzed the language levels of ten Red Seal trades to obtain a better understanding of the level of language skills required for working in the skilled trades and for writing interprovincial Red Seal examinations. The final reports, tabled in 2009, suggested that the majority of the Red Seal examinations were at the same CCLB reading level as used in the workplace.

In 2010, HRSDC, with the support of the ISEC, developed a plan to perform periodic reviews of a number of interprovincial Red Seal examinations in order to determine the current reading competency levels of these examinations and ensure consistency in the development of Red Seal exams. Following the results of the review, the language level used in Red Seal examinations may be modified to reflect the level of language skills required for writing interprovincial Red Seal examinations.

**SUPPORTING THE MOBILITY OF MILITARY TRADESPERSONS INTO CIVILIAN SKILLED TRADES OCCUPATIONS**

The CCDA has been working with the Department of National Defence (DND) and HRSDC to develop tools to recognize the training of military tradespeople. Over the past few years, a working group composed of representatives of DND, provinces and territories and HRSDC conducted studies to compare competencies in thirty-nine military trades with the Red Seal trades. These studies found that nine of these trades were very closely correlated. The CCDA has endorsed these studies, and in doing so, has made it easier for military-trained tradespeople to have their credentials recognized and immediately challenge the interprovincial Red Seal examination.

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**28,493****RED SEAL EXAMINATIONS COMPLETED SUCCESSFULLY IN 2010 – 71% PASS RATE**

The working group is promoting this project by offering the opportunity for active members of the Canadian Forces to challenge the Red Seal civilian credential while they are still in the Forces. Jurisdictions are working with Canadian Forces bases to offer the Red Seal examination on base to military personnel as soon as they complete their trades training. This is expected to improve the opportunity to obtain a Red Seal, as well as provide DND with a benefit that can be promoted in its recruitment activities.

Activities are also underway to promote the Red Seal Program to Veterans Affairs career and placement services across Canada.

#### **FORUM OF LABOUR MARKET MINISTERS**

The Forum of Labour Market Ministers (FLMM) comprises the labour market ministers from the provinces, the territories and the federal government. It was established in 1983 to promote interjurisdictional discussion and cooperation on labour market issues.

The FLMM has identified apprenticeship and the skilled trades as a shared priority. The CCDA has begun working with the FLMM through a federal-provincial/territorial working group. The work is intended to develop recommendations to address challenges to Canada's apprenticeship systems, including barriers to apprenticeship completion and the underrepresentation of groups such as women and immigrants.

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**26,536** RED SEALS ISSUED IN 2010

# STATISTICAL INFORMATION

## Red Seal Statistics

### TOP 10 RED SEAL TRADES BY NUMBER OF RED SEALS ISSUED IN 2010

TRADE	RED SEALS ISSUED	TRADE	RED SEALS ISSUED
Construction Electrician	4,433	Industrial Mechanic (Millwright)	1,483
Automotive Service Technician	2,252	Truck and Transport Mechanic	1,463
Carpenter	2,230	Steamfitter/Pipefitter	1,165
Welder	2,137	Heavy Duty Equipment Mechanic	1,160
Plumber	1,732	Cook	973

### TOTAL NUMBER OF RED SEALS ISSUED BY PROVINCE/TERRITORY

JURISDICTION	2010	2009	2008
Alberta	8,392	6,740	6,668
British Columbia	4,729	4,536	3,413
Manitoba	1,225	1,051	933
New Brunswick	803	745	775
Newfoundland and Labrador	609	699	563
Northwest Territories	51	49	92
Nova Scotia	795	751	751
Nunavut*	N/A	5	3
Ontario	8,244	8,457	8,138
Prince Edward Island	175	199	178
Quebec	67	88	187
Saskatchewan	1,374	1,186	1,145
Yukon	72	78	46
National Total	26,536	24,584	23,187

\* Nunavut commenced issuing Red Seals on their own certificates during calendar year 2001. Nunavut did not provide data for calendar year 2010.

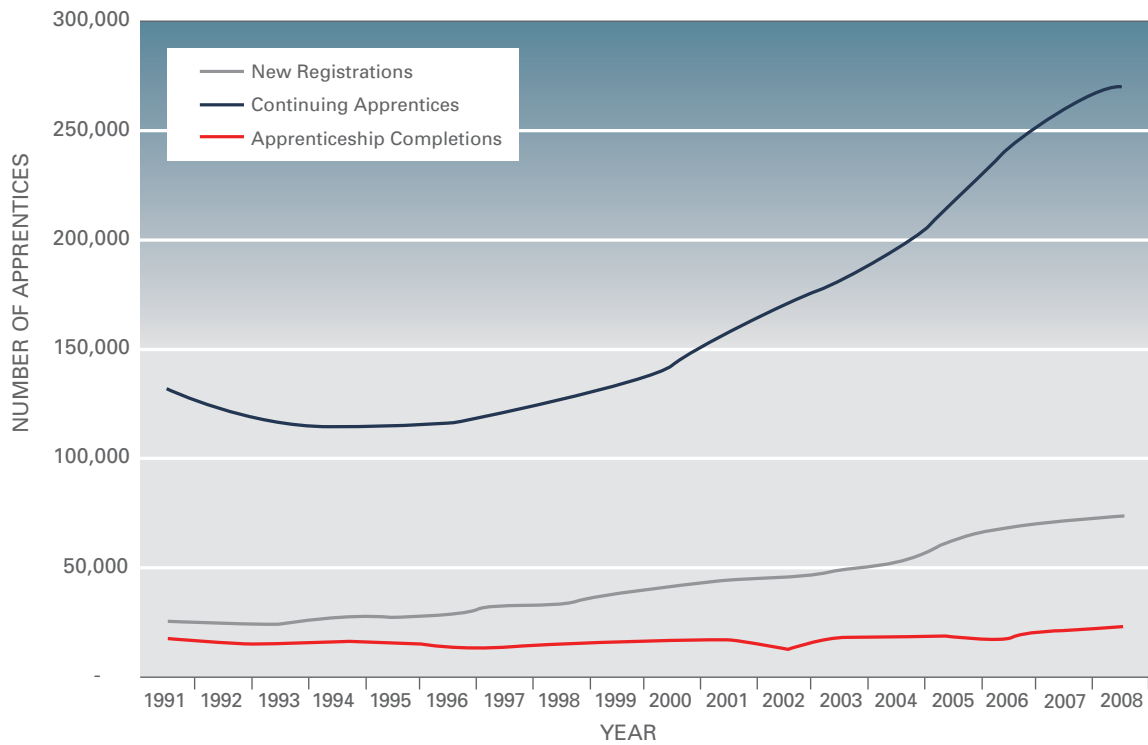
**NUNAVUT JOINED THE RED SEAL PROGRAM IN 1999 AND QUEBEC JOINED IN 1971. ALL OTHER JURISDICTIONS HAVE PARTICIPATED SINCE 1952**

## Statistical Profiles

The Registered Apprenticeship Information System (RAIS) is an annual survey conducted by Statistics Canada since 1974. The purpose of the survey is to gather information from provinces and territories on individuals who receive training or certification within a trade where apprenticeship training is being offered. Results from the 2008 RAIS were released in December 2010 and are therefore included in this report.

Apprenticeship levels in Red Seal trades continued to increase in 2008. Compared with the previous year, new registrations increased by 3.9% to 73,029, continuing apprentices grew by 3.7% to 270,640, and completed apprenticeships increased by 5.9% to 23,388.

### OVERVIEW OF REGISTERED APPRENTICES IN RED SEAL TRADES



As stated, overall there were 73,029 new apprenticeship registrations in Red Seal trades in 2008, an increase of 3.9% from the previous year. The table below shows the number of new registrations for the top ten Red Seal trades in 2008. New registration in these ten trades accounted for over two-thirds (67.7%) of all new apprenticeship registrations in Red Seal trades in 2008.

Overall apprenticeship completions in Red Seal trades grew 5.9% from 22,083 in 2007 to 23,388 in 2008. The table below shows the number of apprenticeship completions for the top ten Red Seal trades in 2008. Almost three-quarters (71.3%) of apprenticeship completions in Red Seal trades were in these ten trades.

**NUMBER OF NEW REGISTRATIONS FOR THE TOP 10 RED SEAL TRADES IN 2008**

TRADE	2008
Carpenter	10,656
Construction Electrician	10,191
Automotive Service Technician	4,959
Plumber	4,329
Hairstylist	4,302
Steamfitter/Pipefitter	4,110
Welder	3,429
Cook	2,838
Heavy Duty Equipment Technician	2,433
Industrial Mechanic (Millwright)	2,205

**NUMBER OF APPRENTICESHIP COMPLETIONS FOR THE TOP 10 RED SEAL TRADES IN 2008**

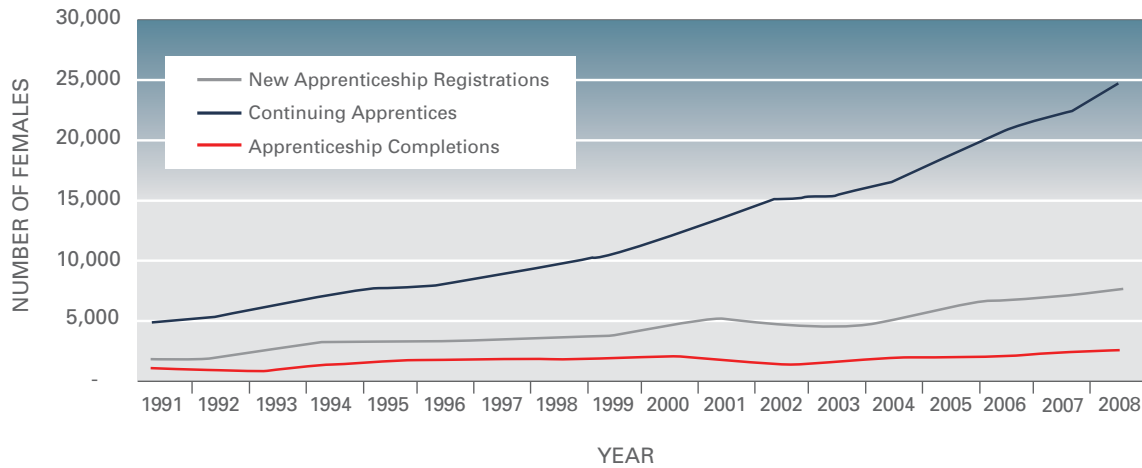
TRADE	2008
Construction Electrician	4,011
Carpenter	2,778
Hairstylist	2,025
Automotive Service Technician	1,854
Plumber	1,449
Welder	1,362
Industrial Mechanic (Millwright)	978
Heavy Duty Equipment Technician	792
Truck and Transport Mechanic	723
Steamfitter/Pipefitter	714

# ANNUAL REPORT 2010

Canadian Council of Directors of Apprenticeship

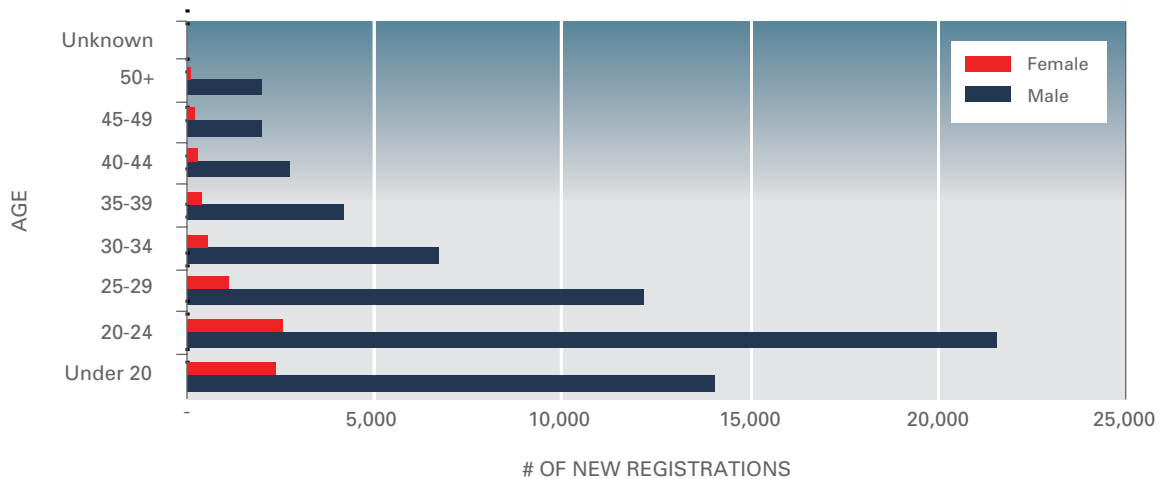
The graph below shows that the participation of women in Red Seal trades has increased in all categories (new apprenticeship registration, continuing apprentices and completed apprenticeships) between 1991 and 2008. Over this period, the number of females registering in Red Seal trades grew 320% (from 1,797 to 7,551), the number of continuing female apprentices increased by 404% (from 4,845 to 24,420), and the number of female apprenticeship completers more than doubled from 1,089 to 2,514.

## PARTICIPATION OF WOMEN IN RED SEAL TRADES 1991 TO 2008



In 2008, the average age of new apprenticeship registrants in Red Seal trades was 26 for males and 24 for females. Males made up 89.7% (65,481) of all new registrations, while females represented the remaining 10.3% (7,551). Almost three-quarters (73.7%) of all new apprenticeship registrants in Red Seal trades were under the age of 30.

## AGE AND GENDER OF NEW APPRENTICESHIP REGISTRANTS (2008)





## NUMBER OF REGISTERED APPRENTICES IN RED SEAL TRADES IN CANADA IN 2008



Source: Registered Apprenticeship Information System (RAIS), 2008

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## APPENDIX

### OVERVIEW OF THE 2009-2012 STRATEGIC PLAN

#### Vision

The CCDA is a leader in the development of innovative industry-driven standards, competency assessment and skills recognition in the trade.

#### Mission

To provide a forum for inter-jurisdictional collaboration that facilitates the development of a certified, highly skilled and mobile trades workforce.

### STRATEGIC DIRECTIONS AND GOALS

#### Governance and Accountability

Enhance governance structure and accountability practices to ensure that CCDA operates in a transparent and accountable fashion

- A governance structure that advances the achievement of CCDA's strategic priorities
- An accountability framework that identifies outputs, outcomes and performance measures
- Engagement of federal/provincial territorial senior officials to share information and provide strategic guidance to the CCDA.
- Engagement of national industry to provide strategic advice to the CCDA

#### Strengthening the Interprovincial Standards Red Seal Program

Undertake activities in cooperation with jurisdictions, industry, tradespeople and other stakeholders to strengthen the Red Seal Program

- Quality Red Seal Program products, management and delivery that meet the needs of industry
- Innovation and excellence in apprenticeship training, assessment and certification as they relate to the Red Seal trades
- Occupational performance standards framework that supports skills formation and skills recognition/assessment for the Red Seal trades
- Alternative assessment tools/methods to interprovincial Red Seal examinations

#### Policy and Innovation

Conduct research and analysis that provide strategic value and support innovative approaches to apprenticeship training and certification, including the Red Seal Program

- Research strategies that reflect and support the CCDA's vision, mission and strategic priorities
- Capacity in the provinces and territories to undertake policy development and research to inform and support the CCDA's policy and research agenda
- Support for and collaboration with other research, policy and academic forums to expand the body of knowledge in Canada related to apprenticeship and the skilled trades

#### Communication, Promotion and Outreach

Develop and maintain strong linkages with key apprenticeship stakeholders and partners

- Increased public awareness of the Red Seal Program as a valuable and prestigious endorsement
- Proactive collaboration with industry groups and other apprenticeship stakeholders
- A strong strategic relationship with industry through the Interprovincial Alliance of Apprenticeship Board Chairs (IPA)

#### Interjurisdictional and International Collaboration

Enhanced interprovincial and international collaboration on best practices and knowledge related to apprenticeship training and certification

- A pan-Canadian forum for jurisdictions to share best practices, knowledge and research
- A pan-Canadian framework of assessment and certification products, processes and procedures that promote efficient use of jurisdictional resources while rights and responsibilities
- Collaboration with international governments and authorities on labour mobility, qualification frameworks, and knowledge, research and best practices in apprenticeship and the skilled trades

Industry-driven

Rigorous

Accessible

Innovative

Responsive

Accountable

Transparent

Operating Principles