

Apprentice Employment in the Public Sector

An Opportunity That is Overdue



By G. Wayne McElree
March 2009



Saskatchewan
Ministry of
Advanced Education,
Employment and
Labour

Apprentice Employment in the Public Sector

Final Report

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Executive Summary

The circumstances of Saskatchewan's aging population and robust economy are creating challenges for organizations to find and retain qualified tradespersons for their workplaces and project sites. In the fall of 2006, the Department of Advanced Education and Employment, at the request of the private sector, undertook to review the journeyman and apprentice employment situation in public sector organizations in Saskatchewan. This review provided a snapshot of not only current tradesperson employment in 22 of the larger public sector organizations, but also an identification of barriers, solutions and innovative approaches to increasing the employment and training of apprentices in public sector workplaces.

The 2006 review results were published in the report: *Apprentice Employment in the Public Sector: An Opportunity that is Overdue*. It found that public sector organizations were falling far short of their potential to employ apprentices in their workplaces as an integral component of their human resource strategies. This appeared to support the private sector criticism that public sector organizations were poaching journeymen from other employers as their primary means of filling skilled tradespersons requirements.

The findings of the report, including employment numbers, barriers, solutions and innovative approaches to employing more apprentices, were delivered through workshops to all the participating public sector organizations during 2007. The intent was to share information and stimulate discussion and action to begin to address the shortfall in public sector employment of apprentices. The initial response from all public sector participants was positive with a high interest in how best to address the challenge and opportunity.

Two years after the initial survey, the Ministry of Advanced Education, Employment and Labour undertook to do a follow-up survey of the same 22 public sector organizations to determine if any progress was being made in increasing the employment and training of apprentices in their workplaces.

The findings of this second review indicate that, indeed, some progress is being made. It found that the number of apprentice positions grew from 205 to 251, a 22.4% increase. Even more importantly, the number of employed apprentices grew from 164 to 235, an increase of 43.3%. This represents an apprentice position filled rate of 93.6% compared to only 80% in 2006.

Progress is also being made on the representative workforce priority in the apprentice population. The apprentice population in the fall of 2008 was 24.3% Aboriginal compared to 18.9% in 2006, 5.5% women in predominantly male trades compared to 3.0% in 2006, 1.7% visible minorities compared to 0.6% in 2006 and 1.7% persons with disabilities (data not collected in 2006). As would be expected the journeyman employment composition falls far short of being as representative with the largest group being Aboriginal journeymen at 4.3%, up from 2.6% in 2006. Unfortunately, representation of women in predominantly male trades and visible minorities actually decreased from 2006.

A look at apprentices by trade shows that the surveyed public sector organizations employ apprentices in 16 of Saskatchewan's 50 apprenticeable trades with power linepersons, heavy duty equipment mechanics, industrial mechanics and electricians representing the largest numbers of apprentices by trade. A look at the employed journeyman (2006) to employed apprentice (2008) ratios for these four trades shows that the electrician trade has a significantly higher ratio than the other three trades at 13.2 to 1. This signals the strong need for increasing the number of apprentice electricians in the public sector to decrease poaching as the demand for electricians is expected to continue to be very strong in the coming years.

When asked which approaches were preferred for increasing apprentice employment in the public sector, respondents indicated their greatest preference for the following:

1. Create an Apprentice Works program similar to the Grad Works program.
2. Provide market supplements in order to attract qualified workers.
3. Develop Letters of Understanding between management and their unions.
4. Have senior management prioritize FTEs and salary dollars for apprentices.

A number of public sector organizations have undertaken new initiatives to address the lack of apprentices in their workplaces. The number of organizations that are now utilizing Letters of Understanding to prioritize apprentice employment has increased from four to eight organizations in the space of two years. Regina Public Schools has just introduced an innovative approach to encouraging their youth to pursue careers in the trades. They have provided three six-month \$12,000 scholarships to work with RPS journeypersons in their school system. The youth receive two Work Experience credits and can accumulate up to 1000 hours towards an apprenticeship certificate. Organizations such as the Saskatoon Health Region and the Ministry of Highways and Infrastructure are exploring partnerships with the federal government to facilitate Aboriginal apprentice employment. Organizations such as the University of Regina and the Ministry of Government Services are either in the process or already have redirected FTEs and salary dollars toward the employment of apprentices. SaskTel and the RCMP are reviewing their workplace trades for potential application of the apprentice employment and training model. The Ministry of Corrections, Public Safety and Policing is investigating the possibility of providing apprentice opportunities for inmates in their short-order cooking program.

There is no question that progress is being made by some public sector organizations in the employment and training of apprentices. This is good news for both the public and private sectors. It is good news for the public sector because it means that there is investment in the development of the public sector skilled trades workforce and in the youth of the province. It is good news for the private sector because the more apprentices developed into journeypersons in the public sector the lower the likelihood of poaching journeypersons from the private sector, particularly from the smaller private sector employers. This in turn will over time encourage increased investment in apprentices by the private sector with less fear of losing their investment to larger, better paying public sector employers.

However, just as there are public sector organizations who are working to meet the challenge of employing and training more apprentices, there are a number who are still doing little or nothing on this front. There is still significant potential to increase the number of apprentices employed in public sector organizations. The employed journeyperson to employed apprentice training ratio is still high at 7.3 to 1 (compared to 10.6 to 1 in 2006) given that most trades are required to have at least a 1 to 1 ratio. Using a more apprentice friendly ratio of 3 to 1 illustrates that there could be unmet potential to employ an additional 335 apprentices in the 22 surveyed public sector organizations and up to an additional 528 additional apprentices employed in all the public sector organizations throughout Saskatchewan.

All public sector organizations must be encouraged to continue, or in some cases, start to treat the employment and training of apprentices as a priority human resource plan action item. It is both the necessary and the right thing to do for their workplaces and for the youth and representative populations of Saskatchewan. The need and opportunity continue to exist.

A. Background and Approach

In the fall of 2006, the Department of Advanced Education and Employment contracted for a review of journey person and apprentice employment in public sector organizations in Saskatchewan. The review was triggered by the circumstances of the province's aging workforce, the increasing shortage of qualified tradespersons and the private sector concern that the public sector was poaching journeypersons rather than employing and training apprentices. The review consisted of a survey of existing data sources, which were limited, plus a survey and interview process with 22 of the larger public sector organizations in Saskatchewan.

The findings of this work were presented in the report: *Apprentice Employment in the Public Sector: An Opportunity That Is Overdue*, January, 2007. This work provided a snapshot of the current journey person and apprentice employment in 21 responding public sector organizations. It also provided an identification of barriers, solutions and innovative approaches to employing more apprentices.

The overwhelming conclusion of the report was that public sector organizations were falling far short of their potential to employ and train apprentices in their workplaces as an integral part of their human resource planning approaches. This was particularly troublesome given the circumstances of Saskatchewan's aging workforce and robust economy which were greatly increasing the challenges for employers, both public and private, to find and retain qualified tradespersons for their workplaces and major projects sites.

The report indicated that, of the 21 organizations that responded, only 12 of them employed any apprentices at all, in spite of the fact that they all employed journeypersons. The total number of tradespersons employed in the 21 organizations was 1,902 consisting of 1,738 journeypersons and 164 apprentices. This translated into a 10.6 to 1 journey person to apprentice training ratio. This revealed a significant overdue opportunity to increase the employment and training of apprentices considering that the journey person to apprentice training ratio is closer on average to 1 to 1 for all 50 trades in Saskatchewan. Using a more apprentice friendly ratio of 3 to 1 it was estimated that the number of apprentices in these 21 organizations could be expanded by 426 apprentices, from 164 to 590. An extrapolation to the approximately 850 public sector organizations in the province would mean an increase of 727 apprentices from an estimated 330 to 1,057.

This information together with input gathered on barriers, solutions and innovative approaches was subsequently shared through workshops with all 21 organizations to stimulate discussion and action to address the shortfall in apprentice employment in the public sector. The reception and interest at these workshops was very positive.

The Ministry of Advanced Education, Employment and Labour decided to follow-up with the same original 22 public sector organizations two years later (September 2008) to determine if any progress had been made in the employment and training of apprentices. A short survey was sent out to the organizations asking for an update on journey person and apprentice positions and employment. An inquiry was also made into organizations' preferences and utilization of various approaches to increasing apprentice employment.

See Appendix A for a list of the 22 public sector organizations included in this follow-up project. Appendix B contains the questionnaire and the aggregated results from all 22 organizations.

B. Key Findings

a) *Employment Numbers*

All 22 organizations responded to the questionnaire. This was one more response than in 2006. The additional respondent has only a few journeypersons and no apprentices. Their journeyperson count was not included in the 2008 aggregation so that the 2006 to 2008 comparison was not affected.

The total number of tradesperson positions in these organizations in the fall of 2008 stood at 2,046, an increase of 71 (3.6%) over the fall of 2006 (See Table 1). These 2,046 positions are comprised of 1,795 (87.7%) journeyperson positions and 251 (12.3%) apprentice positions. This distribution reflects a slight shift from 2006 when 89.6% of all tradespersons positions were journeypersons and only 10.4% were apprentice positions. This shift is the result of the addition of 46 (22.4% increase) apprentice positions and only 25 (1.4% increase) journeyperson positions in these 21 public sector organizations from 2006 to 2008. It is encouraging to see the significant increase in apprentice positions over this two year time period.

A total of 1,711 or 95.3% of all journeyperson positions were filled at the time of the 2008 survey compared to 1,738 or 98.2% in 2006. This slightly lower filled status may reflect the increasing competition for skilled tradespersons in the broader labour market both in Saskatchewan and elsewhere. If so, this reinforces the need for organizations to develop more of their journeypersons through the apprentice employment and training system.

A total of 235 or 93.6% of all the apprentice positions were filled in 2008 compared to 164 or only 80% in 2006. The 235 employed apprentices is a 43.3% increase over the 164 in 2006. A total of 1,711 journeyperson positions were filled, which is a decrease of 27 or minus 1.6% even though the total number of journeyperson positions increased slightly. This may indicate increasing difficulty in finding qualified journeypersons in a competitive labour market.

A look at the employed journeyperson to employed apprentice ratio also indicates progress in the right direction at 7.3 to 1 compared to 10.6 to 1 in 2006. Again, this is encouraging as it appears that public sector organizations are placing a higher priority on the employment and training of apprentices to become journeypersons in their workplaces.

On a less optimistic note only 13 of the 22 public sector organizations employ any apprentices at all. And, three of these 13 organizations employ 77.4% of the total employed apprentices.

	2008	Percent Change	2006
A. Total Tradesperson Positions	2046	+3.6%	1975
Journeyperson Positions	1795	+1.4%	1770
Percent of Total	87.7%		89.6%
Apprentice Positions	251	+22.4%	205
Percent of Total	12.3%		10.4%
B. Total Positions Filled	1946	+2.3%	1902
Journeyperson Positions Filled	1711	-1.6%	1738
Percentage Filled	95.3%		98.2%
Apprentice Positions Filled	235	+43.3%	164
Percentage Filled	93.6%		80.0%
C. Journeyperson/Apprentice Employed Ratio	1711/235 = 7.3 to 1		1738/164 = 10.6 to 1

b) Representative Workforce Composition

A look at representative workforce composition of the journeypersons and apprentices (See Table 2) continues to show a significant need and opportunity for the organizations. Of the 1,711 employed journeypersons, only 73 (4.3%) were of Aboriginal ancestry, 11 (0.6%) were visible minorities, 14 (0.8%) were women in predominantly male trades and 22 (1.3%) were persons with disabilities. There has been an increase in Aboriginal journeypersons (from 46 to 73), but a decline in visible minority journeypersons (from 15 to 11) and women in predominantly male trades' journeypersons (from 19 to 14). Unfortunately information on persons with disabilities' journeypersons was not collected in 2006.

The employed apprentice population, as it was in 2006, is somewhat more representative with 57 (24.3%) being of Aboriginal ancestry, 4 (1.7%) being visible minorities, 13 (5.5%) being women in predominantly male trades and 4 (1.7%) being persons with disabilities. There has been an increase in Aboriginal apprentices (from 31 to 57), an increase in visible minority apprentices (from 1 to 4) and an increase in women in predominantly male trades' apprentices (from 5 to 13). Again, information on persons with disabilities' apprentices was not collected in 2006. The overall increased representation in the apprentice population shows that public sector organizations are making progress in their efforts to achieve representative workforces.

TABLE 2		REPRESENTATIVE WORKFORCE PROFILE 2008 AND 2006		
	2008	Percent Distribution	2006	Percent Distribution
A. Apprentices	235		164	
Aboriginal	57	24.3%	31	18.9%
Visible Minority	4	1.7%	1	0.6%
Women in Male Trades	13	5.5%	5	3.0%
Persons with Disabilities	4	1.7%	N/A	
B. Journeypersons	1711		1738	
Aboriginal	73	4.3%	46	2.6%
Visible Minority	11	0.6%	15	0.9%
Women in Male Trades	14	0.8%	19	1.1%
Persons with Disabilities	22	1.3%	N/A	
Notes:				
N/A – Due to an oversight, information on Persons with Disabilities was not collected in 2006.				

c) Apprentices by Trade

A look at the trades' representation of the employed apprentices shows that 16 of the 50 Saskatchewan apprenticeable trades are represented in these public sector organizations. The most significant trades by number of apprentices are power linepersons at 89 (37.9%), heavy duty equipment mechanics at 37 (15.7%), industrial mechanics at 32 (13.6%) and electricians at 24 (10.2%). These four trades represent 77.4% of all the apprentices in the 13 organizations that reported employing apprentices in the fall of 2008. These four trades are also the trades which contain the largest number of journeypersons in these public sector organizations indicating that there is definitely some human resource planning at work.

A look at the journey person (from 2006) to apprentice (from 2008) ratio shows the following:

- power line person - 5.2 to 1
- heavy duty mechanic - 3.9 to 1
- industrial mechanic - 6.3 to 1
- electrician - 13.2 to 1

It would appear that there is a significant risk of public sector organizations directly hiring (sometimes referred to as poaching) journey person electricians to fill vacancies as they occur in the near future. There is definitely a need and opportunity to increase the number of electrician apprentices in the public sector organizations. This is particularly critical given the aging workforce and strong demand for electricians from industry both within Saskatchewan and elsewhere.

d) Preferred Approaches to Increasing Apprentice Employment

Organizations were asked (question # 3) to rank seven possible approaches to increasing apprentice employment in their workplaces. The top four preferred approaches based on the number of times they were ranked either 1, 2 or 3 preferred were as follows in descending order:

1. Create an Apprentice Works program similar to Grad Works where funding is provided to assist with the cost of the apprenticeship.
2. Develop Letters of Understanding between management and unions to identify apprentice employment positions as priority staffing opportunities.
3. Provide market supplements where necessary to ensure journey person and apprentice wages are competitive to attract and retain employees.
4. Have senior management prioritize FTEs and salary dollars for the hiring of apprentices.

When asked if their organizations employed any of the approaches, thirteen indicated that they had. The following approaches were identified as being put into action:

- 8 organizations: Develop Letters of Understanding
- 6 organizations: Provide market supplements
- 5 organizations: Have senior management prioritize FTE's and salary dollars
- 2 organizations: Provide adult training principles refresher
- 1 organization: Create a pool of apprentices that could be shared
- 1 organization: Promote apprenticeship in schools and communities

It is significant to note that the number of organizations employing Letters of Understanding between management and unions has grown from four organizations in 2006 to eight organizations in 2008. This is an indication of the growing recognition by both management and unions that the current and future shortage of skilled tradespersons can best be addressed by employing and training apprentices in their own workplaces.

e) New Initiatives Underway

There are a number of new initiatives underway since 2006 that are worth noting and sharing for possible adoption or adaptation by other organizations. They are, in no particular order:

i) Regina Public Schools

Regina Public Schools (RPS) has dedicated funds to the establishment of Apprenticeship Scholarships to help encourage careers in the skilled trades. At the time of the writing of this report three RPS Apprenticeship Scholarships have been awarded to youth who were registered with RPS and the Saskatchewan Youth Apprenticeship Program. The successful candidates will be paired with RPS journey persons in the carpentry, cabinet making, electrical, plumbing, welding or refrigeration mechanic trade. They will gain two Work Experience credits, accumulate up to 1000 hours towards an apprenticeship certificate, and receive a scholarship of up to \$12,000 for a six-month apprentice work experience.

ii) Saskatoon Health Region

The Representative Workforce and Workforce Planning and Strategic Solutions departments of the Saskatoon Health Region have undertaken a number of initiatives over the past two years to address the apprentice employment opportunity. They are:

- liaison with the Saskatchewan Apprenticeship and Trade Certification Commission to gather information and clarification on assessments used in Saskatchewan, aptitude, timelines, supports, recognition of previous experience, completion of pre-employment vs. direct entry into an apprenticeship agreement with an employer, registration and application process.
- used the report "Apprentice Employment in the Public Sector (January 2007) as a template to develop a Letter of Understanding with the Services Employees International Union (SEIU).
- researched numerous assessment tools applicable to the trades for administering to program participants.
- gathered a variety of resources from websites and national and local industry organizations and educational institutions.
- collected and analyzed data in the area of Facility and Engineering Service trades for human resource planning purposes with a particular focus on increasing Aboriginal representation; partnered with the local Canada-Saskatchewan Career and Employment Services office to develop a jointly funded approach to hiring and employing apprentices. Insufficient numbers of suitable candidates prevented this initiative from starting up in November 2008 as planned.

iii) University of Regina

University management has worked with their union using facilitative language in their collective bargaining agreement to identify two FTEs for apprentice positions with a priority focus on Aboriginal placements.

iv) SaskTel

SaskTel, together with its union, is currently investigating the possibility of an apprentice type program for Customer Service Technician and Facilities Technician positions. These types of positions require a working knowledge of electricity, electronics and transmission.

v) Saskatchewan Highways and Infrastructure

Building on the Aboriginal Apprenticeship Program (2003) and their Letter of Understanding (2005) this ministry has employed Aboriginal apprentices in their Fleet Services division and worked with the private sector to provide additional journeyman career opportunities for these Aboriginal apprentices, thereby increasing the pool of qualified mechanics in the province. Discussions are currently underway with Human Resources and Skills Development Canada (HRSDC) to expand the number of apprentice positions from 16 to 32 through a cost sharing arrangement under the HRSDC Pan Canadian Innovations Initiative (PCII).

A major contributing factor to Fleet Services success has been the implementation of a diversity competency mandate when hiring managers and supervisors. This mandate requires all managerial and supervisor candidates to be asked diversity competency questions during their interviews. If the candidate is not successful in this portion of the interview they will not pass the interview, no matter how qualified the candidate may be in other competencies. This mandate has proved to be the most effective and innovative approach to ensuring the acceptance of diversity in the Fleet Services workplace due to its lead by example approach.

vi) Saskatchewan Corrections, Public Safety and Policing

This ministry is considering the possibility of establishing an apprentice program for inmates who are in the short-order cook course. Currently journeyman cooks teach the short-order cook course to inmates to prepare them for future employment. However, they do not currently receive credit for apprentice hours thus limiting their pursuit of a journeyman status.

vii) Royal Canadian Mounted Police

A review is underway as to how the RCMP can incorporate apprenticeships into more of their trades' areas. Programs and models used by other public sector organizations are being reviewed. Discussions are ongoing with internal stakeholders and the Saskatchewan Apprenticeship and Trade Certification Commission.

C. Conclusion

When the report, *Apprentice Employment in the Public Sector: An Opportunity that is Overdue*, was released in January 2007, the public sector was presented with a challenge. The report challenged the public sector to undertake more significant and wide spread efforts to increase apprentice employment and training in their workplaces as a priority human resource activity. They were challenged to invest in the youth of Saskatchewan and their own future skilled tradesperson workforce just as governments had been challenging the private sector to do for many years.

The report stated: "The fundamental solution to this issue will be found in encouraging public sector organizations to implement good human resource planning and practices for their apprenticeable trades' positions." "If governments expect employers to increase their investment in training our youth for careers in Saskatchewan, then governments must lead by example." "Expanding apprentice employment and training in public sector organizations is an opportunity that is overdue and one that must be seized now."

The 2008 survey has shown that some public sector organizations are responding to this challenge. While only one more organization (13 in 2008 as compared to 12 in 2006) now has employed apprentices, at least five others are working earnestly to establish apprentice positions in their workplaces. One of the five, Regina Public Schools, has, in fact, now established and filled three apprentice positions since the fall survey was completed.

The number of apprentice positions has increased by 46 to 251, a 22.4% increase. The number of employed apprentices has increased by 71 to 235, an increase of 43.3%. The representative workforce composition has increased for Aboriginal journeypersons and for all four representative groups in the employed apprentice population.

A number of the public sector organizations are pursuing partnerships with others including Aboriginal organizations, the private sector and the federal government to develop innovative approaches to increasing apprentice employment. The number of organizations that are employing Letters of Understanding between management and their unions to prioritize apprentice employment has doubled. A number of organizations are building on models developed and implemented by other organizations and adapting these models to fit their own particular workplace circumstances.

While significant progress is being made on the need and opportunity to employ and train more apprentices, there is still significant potential to do more. The 2008 employed journeyperson to employed apprentice ratio stood at 7.3 to 1. This is an improvement over the ratio of 10.6 to 1 in 2006. However, the same more apprentice-friendly ratio of 3 to 1 that was used in the 2006 report illustrates the potential to employ more apprentices assuming available FTEs, salary dollars, technical training spaces and sufficient work to justify an increase.

A 3 to 1 ratio would translate into 570 apprentices or an increase of 335 apprentices in the 22 public sector organizations in this survey. Extrapolating this ratio to the larger estimated 3,500 tradespersons in all public sector organizations throughout Saskatchewan would mean a total of 1,007 apprentices up 528 from the current estimated 479 apprentices currently.

While only illustrative, this clearly shows that there is potential to further expand the number of apprentices employed and trained in the public sector. The 2008 survey shows that organizations are making progress on this opportunity but it also shows that there is more that can and must be done.

Appendix A

List of Organizations Contacted

Crown Corporations

SaskTel
SaskPower
SaskEnergy
Saskatchewan Government Insurance
Saskatchewan Transportation Company
Saskatchewan Watershed Authority
SaskWater

Provincial Ministries

Government Services
Highways and Infrastructure
Corrections, Public Safety and Policing
Environment

Municipal

City of Regina
City of Saskatoon

Education

University of Regina
University of Saskatchewan
Regina S.D. No. 4
Regina R.C.S.S.D. No. 81
Saskatoon S.D. No. 13
St. Paul's R.C.S.S.D. No. 20

Health

Regina Qu'Appelle Health Region
Saskatoon Health Region

Federal Government

RCMP Academy

Appendix B

Questionnaire – Employment of Journeypersons and Apprentices

Using the list of Apprenticeship Trades in Saskatchewan in Question 2, please answer the following questions about your organization's workforce:

1. Please complete the following table related to your organization's current positions/staff. If you do not know an answer, please leave that cell blank in the table.

	Journeypersons	Apprentices
Number of positions which require journeyperson certification	1795	N/A
Number of positions for apprentices	N/A	251
Number of positions requiring journeyperson certification and/or apprentices filled on September 30, 2008	1711	235
Number of journeypersons and/or apprentices who are of Aboriginal descent	73	57
Number of journeypersons and/or apprentices who are Visible Minorities	11	4
Number of journeypersons and/or apprentices who are Women in Non-Traditional Trades	14	13
Number of journeypersons and/or apprentices who are Persons with Disabilities	22	4

2. Please complete the following table to identify the number of apprentices your organization employs in each of the designated apprenticeship trades.

Number of Apprentices by Trade			
Designated Apprenticeship Trade	#	Designated Apprenticeship Trade	#
Agricultural Machinery Technician		Insulator	
Aircraft Maintenance Engineer Technician	4	Ironworker Reinforcing Rebar	
Automotive Service Technician	5	Ironworker Structural	
Boilermaker		Locksmith	
Bricklayer		Machinist	
Cabinetmaker		Meat Cutter	
Carpenter	6	Motor Vehicle Body Repairer	5
Concrete Finisher		Oil Rig Technician	
Construction Craft Labourer		Painter and Decorator	1
Cook	7	Partsperson	2
Crane and Hoist Operator		Pipeline Equipment Operator	
Custom Harvester		Plasterer	
Drywall and Acoustical Mechanic		Plumber	3
Electrician	24	Pork Production Technician	
Electronics Assembler		Power Lineperson	89
Electronics Technician (Consumer Products)		Refrigeration Mechanic	1
Floorcovering Installer		Roofer	
Food and Beverage Person		Sheet Metal Worker	
Glassworker		Sprinkler Systems Installer	
Guest Services Representative		Steamfitter-Pipefitter	
Hairstylist		Steel Fabricator	
Heavy Duty Equipment Mechanic	37	Tilesetter	
Horticulture Technician		Truck and Transport Mechanic	3
Industrial Instrument Mechanic	9	Water Well Driller	7
Industrial Mechanic (Millwright)	32	Welder	

3. Please rank the following approaches to increasing apprentice employment in your organization by order of preference with #1 being most preferred and #7 being least preferred. **(Average of all rankings)**

- 7 Create a pool of apprentices that could be shared with other public organizations according to work load and priorities.
- 2 Develop Letters of Understanding between management and unions to identify apprentice employment positions as priority staffing opportunities.
- 1 Create an Apprentice Works program similar to Gradworks where funding is provided to assist with the cost of apprenticeships.
- 6 Provide an adult training principles refresher for journey persons who undertake to provide training and mentorship for apprentices.
- 4 Have senior management prioritize FTEs and salary dollars for the hiring of apprentices.
- 5 Create a team of public sector representatives to promote apprentice and trades career opportunities in schools and communities.
- 3 Provide market supplements where necessary to ensure journey person and apprentice wages are competitive to attract and retain employees.

3. Has your organization employed any of these approaches? If so, which one(s)?

See Report Section C(d)

4. Are there other approaches you would recommend to increase the number of apprentices employed in public sector organizations?

See Report Section C(e)

6. Name of your organization: _____

7. Name of person completing this questionnaire: _____

8. Contact information (phone/fax/e-mail):

Please return this questionnaire to Mr. Wayne McElree in the enclosed self-addressed envelope.

Thank you very much for taking the time to complete this questionnaire! Your input is very much appreciated.