

Moving Forward: Apprenticeships in the New Economy
2010 Apprenticeship & Skills Training Conference
April 18-19, 2010 - Victoria, BC



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CONFERENCE SUMMARY AND RECOMMENDATIONS

On April 18 and 19, 2010, the B.C. Federation of Labour brought together 100 stakeholders in the BC's apprenticeship and skills training system. We believed it was important to bring together all sectors, including key representatives from labour, business, educators/educational institutions, the Industry Training Authority and Industry Training Organizations, and government.

It had been several years since all stakeholder groups had the opportunity to get together, and it was very timely given the looming skills shortage and some of the changes that would be necessary to address that shortage.

A summary of the presentations, with a link to the full text, is included in this Summary. In addition, the Closing Plenary provided participants an opportunity to reach agreement on some key questions that need answers, and some important issues on which consensus was reached.

SUNDAY, APRIL 18, 2010

Opening - Stan Pickthall, Chair, B.C. Federation of Labour Apprenticeship & Skills Training Committee

The Chair welcomed the participants, and outlined the purpose of the Conference. Stan expressed his hope that by working together we could find solutions to some of the challenges we face, and that this will also provide an opportunity build relationships.

Welcoming Remarks - Jim Sinclair, President, B.C. Federation of Labour

Jim Sinclair expressed his thanks to everyone for getting together to talk about how we can make our apprenticeship and skills training system work better for everyone.

We need to build better relationships between stakeholders, because it matters to us all. We all want the same thing – a highly-skilled workforce with a training program like the Red Seal that is respected around the world.

We want young people to have access to good family-supporting careers with a trade they can be proud of.

We need to define our goals. We need to find common ground on where we go from here:

- What are we going to do about the looming skills shortage?

- How are we going to use our dollars to make them work harder?
- What will get more employers engaged in training?
- What examples are out there that we can draw from to improve our system?
- How can we share our expertise to improve training opportunities for the future?

This is an opportunity to work on this together, and find a way to move forward on the many ideas that will come from this Conference. [\[Click here for full text\]](#)

Keynote Speaker - Kevin Evans, Chief Executive Officer, Industry Training Authority

Mr. Evans welcomed the opportunity for constructive discussion, and expressed his hope that this would be a watershed in our approach to sharing perspectives on apprenticeship training and working together toward building and improving industry training in BC.

The industry training system has to look ahead to the projected skilled labour shortfall of 160,000 positions¹ and we will need to work together to address this or it will affect our standard of living and fail to provide the income tax base needed to support an older population.

An alternate vision exists which is based on skills training and education, and a training culture facilitated by government and embraced by employers.

Apprentices must be kept on despite the recession, and we need to enlist more apprentices into the system. At the same time, more employers need to be engaged since it is estimated that only 18 percent of employers in Canada who work in apprenticeable trades actually employ apprentices.²

Kevin outlined key themes of the ITA's Strategic Plan, updated participants on the ITA's budget for 2011-2012 and discussed some new strategies around apprentice engagement and assessment. He also outlined areas where we are all working well together, acknowledging that we could do more:

“Let's maximize the opportunity presented by this conference to make that happen.”

[\[Click here for the full text of Kevin Evans' remarks\]](#)

¹ As projected by the Conference Board of Canada

² Canadian Apprenticeship Forum report).

MONDAY, APRIL 19, 2010

**Opening Remarks - Stan Pickthall, Chair, B.C. Federation of Labour
Apprenticeship & Skills Training Committee**

The goal of the Conference was to develop some strategies and find consensus on issues we can work on together to improve the trades training system in BC.

**Panel Presentation - What's Working Today - Joint Boards, Innovations and
Building Apprenticeships Together**

Moderator: John Madden, TransCDA Board & former Translink Vice-President

Panelists: Joe Elworthy, Canadian Auto Workers (CAW) Local 2200 & Board
Member, TransCDA and Dave Valley, Coast Mountain Bus Company
[\[Click here for full joint presentation\]](#)

James Piwek, Highland Valley Copper, Kamloops and Richard Boyce,
USW 7619 and Board Member, Resource Training Organization [\[Click
here for full joint presentation\]](#)

Two joint presentations were made on how drastic changes can be made when the union and company work together. The first was done by the Canadian Auto Workers and the Coast Mountain Bus Company. The second featured Highland Valley Copper and the United Steelworkers.

CAW/CMBC

There needs to be a plan, long-term commitment to trades training and apprenticeship if you hope to have training become a viable and sustained part of your operation. Joint, collaborative effort is what makes sense for any of these training efforts, and for Coast Mountain Bus Company (CMBC), it was a necessity. The company needed to train trades that had a thorough understanding of transportation equipment, especially buses, and wanted to retain the apprentices that they were training.

Prior to 1982, trades training and apprenticeship program at CMBC was far more adversarial, but the union and management used training as a way to gain a labour relations advantage rather than do good quality training for its own sake.

What does the future hold? Obvious productivity benefits from the increased training effort. Both sides are looking at the certification of in-house skills and competency-based skills testing to make sure that the new skills that workers acquire remain current. As well, the testing could help strengthen the selection process.

Highland Valley Copper/United Steelworkers

Highland Valley Copper (HVC) is a large employer in the Kamloops region, with about 970 bargaining unit employees and another 200 mine staff and supervisors. There are 365 trades at the mine, and 65 apprentices.

HVC is planning to hire about 200 new employees over the next year, with some of the new hires to replace retiring employees.

In the late 1980s, there was very limited commitment to trades training, but that changed in the early 1990s when the union was successful in getting a commitment from the employers to develop a training plan. Previously, trades helpers and improvers were not formally trained, so in the early 1990s both sides agreed to move 49 out of 50 of them into formal training programs.

As a result of the commitment and the development of the training plan, the number of apprentices increased from four in 1990 to 65 currently. The protocol is to internally post for all apprentices. Outside of the trades area there is also intense training effort. The operation represents a very high level of capital investment in machines and equipment, so mistakes with this equipment are very costly and the intensity of the training is very high.

Both HVC and the USW believe their approach is about skilling up, not down. They also believe that you can't rely on government to make it happen. They believe that training is a very powerful retention tool.

Neither the union nor company can accomplish this on their own. There needs to be a champion to move things ahead. Training must be apart from human resources, making it more of an operations issue than a labour relations issue. Training must be authentic with recognizable apprenticeships.

Both companies believe that well-trained employees help the companies' bottom lines. Part of the reason these examples work is that both are large employers already capable of investing in training and both had pressures to get on with more training. Both employers recognized that labour had a role to play, and it wasn't just "tokenism".

Both companies felt the loss of apprenticeship counsellors had a big impact.

The CAW believes we must maintain people at the table who are champions, and anticipate "succession" of those who were initially involved in training plan. The USW believes it can't just be about talk – we need to act. We need to educate more in advance of postings to make sure people who can succeed at training apply for the posting.

Panel Presentation - The National Perspective - National Standards, Red Seal and the Alberta Perspective

Moderator: Michelle Laurie, President, International Brotherhood of Electrical Workers (IBEW) 258

Panelists: Allan Bruce, Canadian Apprenticeship Forum [\[Click here for full text\]](#)
Bob Davis, Kwantlen Faculty Association [\[Click here for full text\]](#)
Ryan Saunders, IBEW Local 424 (Edmonton)
John Hugh Edwards, Canadian Labour Congress/Centre for Workplace Skills [\[Click here for full text\]](#)

The panelists explained why we need national standards, the benefits of those standards and what is needed to improve them. The Red Seal certification is important to those who have it – people are very passionate about it. The apprenticeship system must include both apprenticeship and foundation programs, as Foundation programs are focused on skill development - equivalent to one year of an apprenticeship. Skills Canada is working well, but we face some challenges.

In Alberta, apprentices do get indentured and it is widely accepted that we need Red Seal to work across the border. Red Seal is optional to work in Alberta; it is encouraged, but not mandatory. But Alberta does have compulsory trades, so you must be certified to work in those trades. Alberta has one counsellor for every 500 apprentices, and they are critical. There are 12 apprenticeship offices rather than a centralized function.

Red Seal just went through its 50th year, and the view is that it is being eroded. Internal trade agreements are having profound effects that are eroding national standards, because agreements say if a provincial certification is good in one province you should be able to work anywhere in the country.

Guest Speaker - Dr. Moira Stilwell, Minister of Advanced Education & Labour Market Development, Province of British Columbia

The Minister welcomed the opportunity to talk about the future of our labour market, skills training, and apprentices.

Dr. Stilwell discussed the future of employment, and provided statistics such as by 2018, people age 65 and over will outnumber those aged 15 to 29 for the first time in provincial history. Also, for the first time in our history we'll see more skilled labour leaving the labour market than entering it.

The Minister discussed her views of:

- The way forward;

- Our advantages;
- Our sources of labour;
- The importance of essential skills; and
- Participation in the labour force, and how in particular we need to find ways to engage women, aboriginals and older workers into the workforce;

Minister Stilwell then commented on the importance of government's partners in skills training, and concluded that we all share responsibility to help prepare the workforce of the future. She believes no one group holds the key to the labour market challenges, and that only by looking beyond our present boundaries will we find the innovation and creativity that we need to succeed. [\[Click here for full text\]](#)

Speaker: Apprenticeships in the New Economy: David Podmore, CEO, Concert Properties

David Podmore remarked that as an employer in the Province of British Columbia, they have certain reasonable expectations as to what our educational system should deliver and employers have responsibilities that they must act upon in order to support our educational institutions and indeed the use of our province.

Many of the trades today are not attracting youth – certainly not in sufficient numbers to meet the requirements of our industry as we move forward.

David asked what he, as an employer, wants and needs of the system:

- access to a skilled labour pool with qualified apprentices and fully-trained journeymen suited to the requirements of the construction industry; and
- individuals who are appropriately trained, motivated and monitored.

He then asked that he needs to do as an employer:

- be more engaged;
- encourage his peers to become more engaged in support of trades training; and
- make opportunities more available for on-site training.

Concert Properties has, with the support of its suppliers, contractors and subcontractors made a significant effort to support various programs that facilitate individuals who want to enter the construction trades and to support them during the time of their training, but he believes they need to do more to:

- encourage contractors and subcontractors to encourage on-site apprenticeship opportunities;
- respond to government and urge them to provide further support for training through apprentice to journeyman ratios;

- work with government to ensure that those in trades training have the opportunity to complete their training and obtain a compulsory certification as a Red Seal tradesperson;
- work to encourage those contractors who don't provide apprenticeship opportunities to do so, perhaps including this as a requirement for their tendering process for projects and construction under Concert's control;
- work to support and encourage government to promote similar practices;
- work together to entice youth to enter the various excellent opportunities to secure trades training; and
- engage industry leaders in being proactive in demonstrating their commitment to supporting trades training.

Mr. Podmore believes we cannot rely, or expect to rely, solely on government to meet our requirements and the challenges ahead. We have to be outspoken and proactive in the community of our peers – continually reminding everyone of the challenges that we face and the potential consequences if the challenge is not met to our businesses and industry. There must be a link between stimulus funding and job training.

David would like to see key stakeholders come together from all sectors of our community, regardless of political or labour affiliation, to make a public commitment to the continuity of the Red Seal, to the establishment of acceptable on-the-job work ratios, to develop a program of promotion of the importance of completion to our trades apprentices, to the establishment of national consistent standards for certification and a reaffirmation of the importance of on the-job oversight and training and, above all, the provision of proper education about the safety of the workplace.

We must take responsibility ourselves to support the development of skilled labour that we require.

Have things really improved over the past few years with respect to job training and enrolment of apprentice and completions of the Red Seal? He doesn't think so and feels much more must be done.

The 83 percent of companies not training rely on the good builders to deliver training and trained apprentices to all jobs sites. The number of employers engaged in training has to change, and that would be an important signal to government. Perhaps then government would feel inclined to step forward and increase their own commitment. [\[Click here for full text\]](#)

Speaker: Career Training for Economic Recovery – Corinne Wilson, Researcher/Economist, Center on Policy Initiatives, San Diego, California

The current economic downturn has caused vast unemployment in California's construction industry. Also, the world is shifting to a green economy and changing the face of construction, and as the economy revives, we need to make sure that new construction jobs include middle-class career paths AND training in skills for now and the future.

The construction industry in California has two faces: a high-road industry with family-sustaining wages, benefits and stability, and the other a low-road industry with low pay, no benefits, dangerous conditions and frequent periods of unemployment.

The construction industry also has the highest concentration of contingent workers of any non-farm industry in California. Contingent workers are much less likely to have employment-based healthcare or pensions.

We need to put people back to work in middle-class careers in order to create long-term, stable economic growth. We literally cannot afford to create poverty jobs.

Apprenticeships in the construction trades provide the training that our recovery needs to make sure our money is invested wisely by creating careers AND quality infrastructure projects.

Apprenticeship programs also strengthen communities by providing career paths and consistent health insurance for all and especially for people from disadvantaged backgrounds. They also benefit the building industry by reducing workplace injuries, reducing turnover and providing a motivated and well-trained workforce. They lead to careers with higher average wages, promote job stability through skill certification and portability and increase on-the-job safety.

Therefore, disadvantaged populations need to have equal access to entering and completing an apprenticeship program to create strong communities for everyone, and move people off of using social programs and into careers where they pay into social programs.

Other policies help make this happen, such as local hire. Local hire policies provide local jobs and also create incentives for the creation of career ladders by requiring that a certain number of journeyworkers and apprentices are residents of the local area to be employed on development projects. Many local hire policies also require a set participation rate by "at-risk" residents or living in poverty. Local hire is a concrete mechanism to ensure that the investment of public funds into the community helps low-income residents.

Completion of apprenticeship programs creates household self-sufficiency rather than a reliance on taxpayer-supported services. Construction workers are also consumers and taxpayers, so their wages and benefits are reinvested in the community as bills and mortgages are paid, local shops are patronized and workers have the time and health to participate in church, schools and other civic associations. Creating more local jobs for apprentices is the key to a strong local community. Rebuilding the economy means creating and supporting high-road, good jobs through policies that train and reward workers for their productivity. [\[Click here for full text\]](#)

Panel: Ensuring a Skilled Workforce for Tomorrow

Moderator Phillip Legg, Federation of Post-Secondary Educators

*Panelists: Allison Rougeau, Canadian Apprenticeship Forum (CAF)
Corinne Wilson, Center on Policy Initiatives
John Hugh Edwards, Centre for Workplace Skills (a Partnership between the Canadian Manufacturers and Exporters and the Canadian Labour Congress)*

Allison Rougeau gave a PowerPoint presentation that all participants were given. She believes CAF works because of collaboration between stakeholders. Employer engagement is their biggest priority at this point, because of the low level of employer participation in apprentice training. This includes a focus on the public sector, which underperforms with respect to apprentice indenturing/training. Research shows that internally trained workers are more productive and have a more complete and thorough understanding of their jobs and their overall workplace. Increasingly, workers are seeking jobs with a demonstrated career path. Employers do want quick, easy access regarding employer engagement strategies and programs. CAF is developing a toolkit to assist; these will be available on CAF's website. [\[Click here for full text\]](#)

Corinne Wilson focused on how to create a job pipeline to get people moving into careers. We need to remember that the communities in which the work is being done are also stakeholders in the process. The key to apprenticeship is to create steady employment. USA certification issues are slightly different than ours, with respect to federal versus state responsibilities. Green jobs are seen as a huge future for training, because there is huge infrastructure money there, along with a huge demand for "new" "green" jobs. Governments and agencies are creating their own standards for dispersing monies to develop green technologies/projects.

Standards, however, for work qualifications are lacking. Communities are pulling together and saying that the money that is there is great, but we need programs to ensure that the work is steady enough to support training, and community planned. Weatherization construction projects provide good entry-level construction jobs, and are feeding workers with some demonstrated skills into the workforce. It also provides stable work for workers learning new skills, as well as

lowering their cost of living by lowering their actual utility bills as a result of the work they are doing. [\[Click here for full text\]](#)

John Hugh Edwards discussed training levies such as the Quebec one percent levy. This is a one percent levy on payroll tax for companies who do not train employees at a level equal to one percent of their payroll. If an employer does train to that level (floor of \$2MCAD payroll –below that, the levy does not apply), you do not pay the levy. The money goes to a stakeholder group to determine how best to utilize the funds for training requirements in the province.

Several small companies – small companies combine to address their training needs. This levy overcomes the “poaching” problem, since you have to pay anyway.

Workplace training is often missed for existing workforces. Upgrading existing workers presents a tremendous opportunity. Canadian Union of Postal Workers (CUPW) negotiated with Canada Post to ensure that some apprenticeships were guaranteed for existing employees, and created language to ensure some diversity in spite of seniority.

Training issues have to become priority issues in collective bargaining. Must have joint training committees at the workplace level, and also at a higher level deciding issues for the whole jurisdiction. We need to integrate basic skills and literacy into all training. The lack of basic skills and literacy can have an impact at several levels (safety, skills, competency, human resources), and needs to be integrated into everything.

Pre-apprenticeship has to be integrated with apprenticeship programs so that there is a clear career path.

We need a national program, a national strategy.

We need to understand that training is human development, and we need to understand it as laddering, a way for workers to create career paths that are fulfilling and meaningful. Workplace learning can also have significant impact in other areas of a worker’s life, and can create a positive life change that assists in fulfilling and ensuring productivity societally and individually. [\[Click here for full text\]](#)

CLOSING PLENARY

SUMMARY AND RECOMMENDATIONS

Many issues were discussed in the closing plenary, from a training investment fund to mandatory certification/compulsory trades.

However, the following represents the issues on which there was general consensus in moving forward.

1. **Stakeholder involvement** – Labour and educators must be part of the process. There has been a lack of a cohesive gathering of stakeholders (employers, labour, post-secondary institutions) in addressing and prioritizing issues and then representing these to government decision-makers.
2. **Looming skills shortage** – We need to find a way to regenerate the skilled trades to meet the looming shortfall, and increase labour force participation in skills training. To do this, we must have a mechanism to quantify this shortage through quality labour market data on exactly where these shortages will occur.
3. **We need an improved mechanism to assist apprentices and employers throughout the apprenticeship process.** For example, regional apprenticeship advisors could be put in place through the ITA or ITOs to assist apprentices and employers in ensuring technical training, workplace training and employment are high quality and seamless, and to match apprentices with employers offering apprenticeships.
4. **How can we improve the quality of workplace training?** We need to look at all options that will enhance the quality of training apprentices receive on the job. For example, we should look at how apprentice to journeyman ratios work in other jurisdictions (BC is the only province/territory in Canada without set ratios). We must do more to allocate mentorship resources needed to train/develop mentors within journeymen to ensure quality training continues. With 80 percent of trades training taking place in the workplace, journeymen must be provided with the necessary skills to effectively train apprentices. And the looming retirements means those long-service journeymen who do workplace training of apprentices will soon disappear from the workforce.
5. **How can we increase employer engagement in training?** We need to better understand why employers are not training apprentices and identify any barriers to the hiring and training of apprentices, using all data that we have on hand and through more consultation with the employer community.

6. **Small employers** often do not have the necessary resources on their own, so there needs to be some sort of support system for them to participate effectively. For example, the Resource Training Organization (RTO) is planning to work with small and medium sized enterprises by supplying them with apprentices sponsored and managed by the RTO. We should explore more group training opportunities where employers in the same sector could share resources.
7. **How do we standardize curriculum development and exams to ensure each apprentice receives the same quality of technical training no matter what educational institution they attend?** Curriculum and exams should be standardized, with the goal of an inter-provincial curriculum. This development must be funded by provincial governments and not be left up to individual instructors. Curriculum must be up-to-date as programs are updated.
8. **Essential Skills** – Emphasis needs to be placed on essential skills programs such as numeracy and literacy, with a component on necessary “life skills” or even ESL for certain pre-apprenticeship students, in order to better reach under-represented groups, encourage greater participation and ensure their success in the system. The responsibility for essential skills should lie with the K-12 system to prepare all students for whatever post-secondary education or training path they pursue. Recognizing that this is not currently happening, programs need to be provided to bridge the gaps that exist. These programs should be funded separately and apart from apprenticeship and skills training funds as a shared responsibility between the Ministry of Education and the Ministry of Advanced Education.
9. **Foundation Programs** must receive more support with a view to increasing the percentage of those who continue on to their full apprenticeship.
10. **What are the barriers to completion and achieving Red Seal certification?** Forty-three percent is an unacceptable completion level, and we must find a way to address this shortfall in the system. Although the new federal grants may be starting to have an impact, there are still barriers and disincentives for those in apprenticeships to complete through to Red Seal certification. We must look at other jurisdictions that are achieving greater success and develop an action plan to help better support apprentices through to completion.
11. **Government Projects** - We must find ways to establish apprenticeship quotas into public infrastructure projects and all Requests for Proposals, and work with government to make this happen. The public service should lead the way in training apprentices, and our tax dollars should be contributing to training on these projects.

12. **Funding** - with more than 2 billion dollars of post-secondary government funds, only a small proportion goes to trades (less than 100 million). We need to make the case directly with the Premier for sufficient funding to meet the province's industry training needs.
13. **Follow-up** - a stakeholder group should be established to work together to effect the necessary changes with government. We must capture/capitalize on the energy of this conference and establish working groups to plan a follow up event bringing in an even larger group of stakeholders.

More discussion will need to take place on some of these important issues, and we need to take the time to do that over the next several months.

We must build champions to bring both the concerns and plans for change forward. We need to bring together leaders to meet with government, and can do this with top industry leaders from all apprenticeship and skills training stakeholders – employers, labour and post-secondary institutions.

Industry must be defined as everyone working together.

Apprentices need a champion.

PARTICIPANTS LIST

Ron Adamson	Cement Masons' Union
Hellen Allen	Vancouver Community College
Rolf Arnold	University of the Fraser Valley
Joe Badali	Canadian Union of Public Employees
Sandra Bailey	Vancouver Community College
Joe Barrett	BC Building Trades Council
Ken Bauder	International Longshore & Warehouse Union Canada
Dawn Black	BC NDP MLA
Richard Boyce	United Steelworkers
Danny Bradford	BC Government Employees' Union
Allan Bruce	Canadian Apprenticeship Forum
Keith Campbell	International Union of Painters and Allied Trades
Andy Cleven	Electrical Joint Training Committee
Brian Cochrane	International Union of Operating Engineers
Dave Coleman	The Construction Industry Training Organization
Peter Cook	BC Safety Authority
Mark Curtis	Sheet Metal Workers
Phil Davis	Electrical Industry Training Institute
Bob Davis	Kwantlen Faculty Association and Millwright Instructor
George Davison	Federation of Post Secondary Educators of BC
Harry Diemer	BC Safety Authority
Kyle Downe	SkillPlan
Stan Dzbik	International Association of Machinists
Joe Elworthy	Canadian Auto Workers
Kevin Evans	Industry Training Authority
Oksana Exell	Asia Pacific Gateway Skills Table
Lynda Fownes	SkillPlan
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Jim Greenwell	International Brotherhood of Electrical Workers
Rita Gunkel	Transportation Career Development Association
Jim Hamilton	Okanagan College
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John Hugh Edwards	Centre for Workplace Skills
Bob Hughf	Communications Energy & Paperworkers Union of Canada
Orion Irvine	Canadian Labour Congress
Bruce Jackson	United Food & Commerical Workers
Ken Jakes	Thompson Rivers University
Ken Jakobsson	Heat & Frost Insulators

Glenn Jones	Canadian Union of Public Employees
Anne Kadwell	HortEducation BC
Doug Kearney	BC Teachers' Federation
Dusty Kelly	The International Alliance of Theatrical Stage Employees
Mary Kenny	Residential Construction Industry Training Organization
Joe Kiwior	Boilermaker Lodge 355 Apprenticeship
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Doug MacLaren	Resource Training Organization
George MacPherson	Marine Workers & Boilermakers Industrial Union
John Madden	TransCDA Board
Jim Manson	BC Government Employees' Union
Dan Mott	Mott Electric GP
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Wayne Peppard	BC Building Trades Council
Stan Pickthall	Apprenticeship & Skills Training Committee
James Piwek	Highland Valley Copper
David Podmore	Concert Properties
Peter Poeschek	Thompson Rivers University
Keith Poisson	Canadian Auto Workers
Tamara Pongracz	BC Institute of Technology Trades Access
Mike Prystae	BC Government Employees' Union
Joseph Pyringer	CRAFT Centre
Brad Randall	International Union of Operating Engineers
Russel Robertson	Transportation Career Development Association
Des Rogers	Federal Government Dockyards Trades & Labour Council (West)
Allison Rougeau	Canadian Apprenticeship Forum
Alex Rueben	Resource Training Organization
Patty Sahota	Industry Training Authority
Ryan Saunders	Alberta Apprenticeship Commission
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Jim Sinclair	B.C. Federation of Labour
Sandy Steward	Industry Training Authority
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Chuck Symons	Teamsters Canada

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Harry Van Beest	International Brotherhood of Electrical Workers
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