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Sector Council Program



2008–2009 Annual Survey of Performance Indicators

Skills – Partnerships – Workplace

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Paper

Cat. No.: HS15-1/2009
ISBN: 978-1-100-51248-8

PDF

Cat. No.: HS15-1/2009F-PDF
ISBN: 978-1-100-94044-1

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Dear Sir / Madam:

Once again, we are delighted to share with you the results of the Sector Council Program's *2008-2009 Annual Survey of Performance Indicators Report*.

This is the fifth year that the Sector Council Program has surveyed its national network of sector councils to gather data in order to report against its Logic Model. As in previous years, the cooperation we received from the councils was impressive, with a 100% positive response from the partners requested to complete the 2008-2009 ASPI.

Please accept our sincere thanks to all those who helped make this report a success.



Éric Parisien
Senior Director
Sector Council Program



Martin Green
Director General
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Part 1 – Sector Council Program Backgrounder

The Sector Council Program

To compete in today's increasingly competitive global economy, the Government of Canada recognizes that developing Canada's human capital is vital to maintaining Canada's knowledge advantage and ensuring our country has the best-educated, most-skilled and most flexible workforce in the world. Through the Sector Council Program, the Government of Canada is working with the private sector to enhance adult workers' skills through activities such as increasing employer investments in skills development and promoting workplace learning and training.

The Sector Council Program has four broad objectives:

- increased industry investment in skills development to promote a quality workforce;
- a learning system that is informed of, and more responsive to, the needs of industry;
- reduced barriers to labour mobility, leading to a more efficient labour market; and
- enhanced ability of industry to recruit and retain workers and to address human resources issues.

Meeting these objectives will lead to a more efficient labour market and allow Canadians to acquire the skills and knowledge required by employers.

The National Network of Sector Councils

Through the SCP, the Government of Canada supports the development of the national network of sector councils. Sector councils are national partnership organizations that bring together business, labour and educational stakeholders. Operating at arms length from the Government of Canada, sector councils are a platform for stakeholders to share ideas, concerns and perspectives about human resources and skills issues, and, in a collective, collaborative and sustained manner, find solutions that benefit their sector.

The current network of 34 national sector councils covers a wide range of the Canadian economy, including automotive, aviation, biotechnology, environment, mining, petroleum, policing and steel. Key sector council activities include the development of:

- Labour market information products that allow businesses to plan human resources and project investments;
- National occupational standards that facilitate labour mobility (including apprenticeship), influence college curricula, and promote essential skills and health and safety in the workplace;
- Targeted recruitment and skills development initiatives that increase labour force participation and the integration of under-represented groups such as Aboriginal peoples and immigrants;
- Curriculum tailored to industry needs;
- Skills development tools, including e-learning;
- Essential skills initiatives; and,
- Tools and approaches to integrate foreign-trained workers.



Reinvigoration and Changes to the Network

While the SCP has evolved to retain its relevance to government human capital priorities, the Program must continue to adapt to meet new skills and human resources issues, and to remain relevant to employers and industry. The SCP has a reinvigoration process in place that is guided by the Program's performance management strategy and the Summative Evaluation. This process is helping to identify gaps in performance and areas where the sectoral platform can be strengthened and refined, allowing the Program to be increasingly responsive to the changing skills landscape and emerging Government of Canada priorities.

In response to evaluation concerns that the SCP's sector council selection process lacked sufficient focus and structure, the SCP's current recasting efforts are based on sector council performance, Government of Canada priorities, and priority economic sectors. As such, Agriculture, Supply Chain, Food Processing, and Forestry sector councils were recently added to the network. At the same time, infrastructure funding has been withdrawn for three sector councils. The withdrawal of infrastructure funding is consistent both with Program objectives of supporting performing sector councils and the Department's on-going accountability regime, ensuring prudent sector council investments. The recent addition of new councils and the withdrawal of others will consequently change the results from the sector council networks' overall performance data.

The Annual Survey of Performance Indicators

The purpose of the ASPI is to collect data on outputs completed by councils, as defined in the Sector Council Generic Logic Model. This output data provides one line of inquiry to assess the performance of the SCP against the predetermined short-term outcomes. A copy of the SCP Generic Logic Model can be found in Appendix A.

It is important to note that, just as the sectors of the Canadian labour market vary greatly from one another, so do the activities of the councils. While the list of key sector council activities provides an overview of the main council activities, the sector-specific activities of councils are often unique. For example, there are sectors that do not have interest in the development and implementation of occupational standards. So, while the ASPI has questions related to occupational standards, the council associated with such a sector would not have any information to contribute to this output.

It is equally important to stress that each council is at a different stage of development, ranging from new to more established councils, which also affects the assessment of their activities. A new council focuses on researching the issues and developing connections within the sector. On the other hand, more established councils focus on the implementation of recommendations to address sectoral issues and the maintenance of established partnerships, thus building new connections at a slower rate.

The reader is reminded that the ASPI collects data on generic outputs that may or may not apply to a particular council during the reference period in question due to sector specificity and/or the stage of development of the council. In summary, it is neither feasible nor required for every council to report back on every indicator during every ASPI cycle.



Part 2 – Executive Summary and Highlights

Purpose

The purpose of the ASPI is to collect data on outputs completed by councils as defined in the Sector Council Generic Logic Model. This output data provides one line of inquiry to assess the performance of the SCP against the predetermined immediate outcomes and, to a lesser extent, intermediate outcomes.

Methods

2008-2009 ASPI data was collected from May 1 to June 26, 2009 via an online survey tool. For the third consecutive year, the SCP administered the ASPI questionnaire via an online survey tool and 33 sector councils (100%) responded to the survey. The reference period for all questions is April 1, 2008 to March 31, 2009.

Highlights

A succinct summary of key outcomes for each theme covered in the ASPI is presented below. Within many themes, there are several performance indicators that provide greater insight into the overall theme. For example, Theme 5, “Human resources skills development and services – occupational standards and related activities,” contains several indicators that develop the overall theme – the percent of sector councils with occupational standards available, the percent of councils involved in certification activities, the number of employees certified, and the percent of councils involved in accreditation activities – to name a few.

At the end of the Executive Summary, a comparison between the 2007-2008 and 2008-2009 data is presented. In some areas, where lines of inquiry have varied over the last two years, comparisons are not always possible. Given that the ASPI underwent substantial revisions prior to 2007, previous data is not compatible with data from the most recent two years.

Theme 1 - Labour market research and analysis

- In 2008-2009, 640 relevant and up-to-date research reports were available for use by the sectors, including 259 new and 381 existing labour market research reports. The development of sector-specific labour market information is one of the important activities undertaken by councils towards creating a well-informed strategy to address sectoral human resources (HR) issues.

Theme 2 - Sector human resource strategies

- During the reference period, every sector council had at least one strategic plan in place. Of the 250 strategic plans that were in effect, 120 were new plans and 130 were existing plans. A strategic plan is any document that plays a role in the direction of the council and its activities. Examples include action plans, business plans, marketing plans, outreach plans or communications strategies. The information collected by this output provides the basis for a discussion on how responsive the sector councils are towards developing a sectoral approach to address HR issues.



Theme 3 – Council stakeholders

- In 2008-2009, on average, each sector council had partnerships with 4,805 stakeholders. A stakeholder is any group that is directly involved in the projects or activities of the council, such as working on collaborative projects, sharing information, and participating on the council's Board of Directors or on project committees. The breakdown of the average number of partnerships each council held with stakeholder groups is as follows:
 - 1) Sector stakeholders (employers, labour unions and employer associations): 4,584
 - 2) Governments (federal, provincial/territorial, municipal and international): 40
 - 3) Learning organizations: 112
 - 4) NGOs: 53
 - 5) Other groups that do not fall in the above categories: 16

Councils create a horizontal approach to addressing HR issues by building effective and sustained partnerships with key sectoral stakeholders.

Theme 4 – Leveraging of investments from stakeholders

- Councils leveraged \$37.3 million from stakeholders towards projects and activities in 2008-2009, including almost \$20M in cash and \$17.4M in-kind contributions. The total amount leveraged over the past five years is \$237.6 million. Cash and in-kind contributions leveraged toward projects and activities demonstrate the importance and relevance of sector councils to their respective sectors.

Theme 5 – Human resources skills development and services – occupational standards and related activities

- In 2008-2009, 596 occupational standards developed by or with the assistance of 22 (73%) councils were available for use by the sectors. That figure includes 264 new or upgraded standards and 332 existing standards. Occupational standards pinpoint industry skills requirements to ensure that employees have the necessary skills to work in their respective sectors. In addition, the development of national occupational standards facilitates inter-provincial and even inter-sectoral labour mobility.
- During the reference period, over 18,000 employees were certified based on a certification system for occupational standards developed by or with the assistance of the councils.
- During the same time, 65 programs of study were accredited based on accreditation systems developed by the councils.

Theme 6 – Human resources skills development and services – career development programs

- During 2008-2009, 9850 participants were enrolled in 80 career development programs (40 new programs and 40 existing programs) developed by or with the assistance of 18 (55%) sector councils. A career development program is designed to help employers with the potential recruitment of new employees.
- Over 3,500 employers used new and existing career development programs developed by sector councils.



Theme 7 – Human resources skills development and services – learning programs

- 123,912 people participated in one of the 1729 available learning programs developed by or with the assistance of 23 (70%) sector councils during the reference period. 210 learning programs were new, while 1,519 previously existed. A learning program is designed to help participants meet occupational standards or increase their job-related skills. Learning programs can be delivered by web-based or internet-based technologies or more traditional methods.

Theme 8 – Human resources skills development and services – tools

- During the reference period, 1,705 new and existing training tools were developed by or with the assistance of the councils were available for use by the sector. In total, sector councils received over 39,000 stakeholder requests for these tools. A training tool is a product that supports or enhances the training abilities of the sector. Tools can be paper-based or electronic and can include, for example, manuals, guides, CD ROMS, videos, gaps analyses and best practices.
- In addition, 646 human resource management tools developed by or with the assistance of 27 (82%) councils were also available. In total, sector councils received over 27,000 stakeholder requests for these tools. A human resources (HR) management tool is a product or service that supports or enhances the ability of an employer to manage her/his organization in one or more of the following areas: HR policy, staffing, or performance management. HR management tools can be paper-based or electronic. Examples may include: job descriptions, job profiles, recruitment or staffing best practices, orientation checklists for new employees and awards programs.

Theme 9 – Sector coordination and outreach

- In 2008-2009, sector councils collectively invested \$4.2 million in marketing and communication activities. \$2.7 million was invested in associated staff costs.
- The overwhelming majority of activities targeted specific audiences and were measured to ensure their effectiveness. Marketing and communication activities are designed to effectively increase stakeholders' awareness of the existence of a council and/or the availability of the council's products and services. Activities may include, for example: organizing sector-specific events; speaking engagements; publishing articles in industry publications, demonstrations of sector council products, and product launch campaigns.

Theme 10 – Performance Measurement

- During the reference period, almost all councils had a Results-based Management and Accountability Framework (RMAF) in place, with a total of 1107 identified indicators (an average of 34 per participating council). The vast majority of councils regularly collected information relating to its RMAF and used this information to report back on the performance indicators identified therein.
- A RMAF serves as a blueprint for managers to help them focus on measuring and reporting on outcomes throughout the lifecycle of the council. The main elements of a RMAF are a



results-based logic model, a performance measurement strategy, and an adequate reporting regime.



Theme	2008-09 Results	2007-08 Results
Labour market and research analysis	<p>640 relevant and up-to-date research reports were available for use by the sectors.</p> <p>Breakdown of numbers:</p> <ul style="list-style-type: none"> • 259 new reports • 381 existing reports 	<p>441 relevant and up-to-date research reports were available for use by the sectors.</p> <p>Breakdown of numbers:</p> <ul style="list-style-type: none"> • 166 new reports • 275 existing reports
Strategic plans	<ul style="list-style-type: none"> • 100% of councils had a strategic plan in place, for a total of 250 plans. <p>Breakdown of numbers:</p> <ul style="list-style-type: none"> • 120 new strategic plans • 130 existing strategic plans 	<ul style="list-style-type: none"> • 100% of councils had a strategic plan in place, for a total of 244 plans. <p>Breakdown of numbers:</p> <ul style="list-style-type: none"> • 142 new strategic plans • 102 existing strategic plans
Council stakeholders	<p>Average number of stakeholder partnerships for each sector council: 4,805.</p> <p>Breakdown of numbers (average number of stakeholders per council):</p> <ul style="list-style-type: none"> • Sector stakeholders (e.g. employers/labour) 4,584 • Governments (all): 40 • Learning organizations: 112 • Non-governmental organizations: 53 • Other: 16 	<p>Average number of stakeholder partnerships for each sector council: 3,280.</p> <p>Breakdown of numbers (average number of stakeholders per council):</p> <ul style="list-style-type: none"> • Sector stakeholders (e.g. employers/labour) 3,164 • Governments (all): 24 • Learning organizations: 53 • Non-governmental organizations: 36 • Other: 3
Leveraging investments from stakeholders	<p>Total amount invested in all sector councils: \$37.3 M.</p> <p>Breakdown of amount:</p> <ul style="list-style-type: none"> • In cash: \$19.9 M • In-kind: \$17.4 M <p>Total amount leveraged over 5 years: \$237.6 M.</p>	<p>Total amount invested in all sector councils \$39 M.</p> <p>Breakdown of amount:</p> <ul style="list-style-type: none"> • In cash: \$20.7 M • In-kind: \$18.3 M <p>Total amount leveraged over 4 years: \$200.3 M.</p>
Occupational standards and related activities	<p>73% of sector councils had a total of 596 occupational standards available to the sector (264 new and 332 existing occupational standards).</p> <p>42% of councils were involved in certification activities. 18,374 sector employees were certified with sector council certification systems.</p>	<p>55% of sector councils had a total of 495 occupational standards available to the sector (168 new and 327 existing occupational standards).</p> <p>30% of councils were involved in certification activities. 22,180 sector employees were certified with sector council certification systems.</p>



Theme	2008-09 Results	2007-08 Results
	24% of sector councils were involved in accreditation activities. 65 programs of study were accredited based on the accreditation systems developed by councils.	21% of sector councils were involved in accreditation activities. 99 programs of study were accredited based on the accreditation systems developed by councils.
Career development programs (CDP)	55% of councils had a total of 80 CDPs, with 9,850 participants enrolled. 3,568 employers used these programs.	55% of councils had a total of 87 CDPs, with 4,129 participants enrolled. 3,120 employers used these programs.
Training Tools and HR Management Tools	82% of sector councils had 1,705 training tools available and received 39,495 requests to access these tools. 82% of sector councils had 646 HR management training tools available and received 27,119 requests to access these tools.	64% of sector councils had 1,149 training tools available and received 110,456 requests to access these tools. 58% of sector councils had 484 HR management training tools available and received 13,563 requests to access these tools.
Performance Measurement	97% of sector councils had a Results-Based Management Accountability Framework in place with a total of 1705 performance indicators.	100% of sector councils had a Results-Based Management Accountability Framework in place with a total of 785 performance indicators.

Discussion of Year over Year Comparison

In six out of eight themes compared between 2007-08 and 2008-09, overall improvements in results are observed in 2008-09. The exceptions are in the areas of leveraging investments from stakeholders, and performance management. One theme, Learning Programs, cannot be compared to last year's results, given that the 2007-2008 ASPI focussed on on-line learning programs while the 2008-2009 ASPI has a broader scope, encompassing learning programs delivered through a variety of methods.

With respect to the amount of investments leveraged from stakeholders, in 2008-09, the amount of in-kind and cash invested by stakeholders into sector council activities declined slightly from \$39M in 2007-08 to 37.3M. This may be explained in part by the fact that many council projects are multi-year. While councils may not have received investment for particular projects during the last fiscal year, it is quite possible they received investments in the past or will in the future. A fuller explanation regarding year over year variances can be found in the body of the report where Theme 4 is discussed.

Performance measurement was the second theme that saw a slight decline in results. In 2008-09, 97% of councils had a RMAF in place, as opposed to 100% of councils the previous year.



This can partially be explained by the fact that one council is quite new and is still in development. In addition, the councils who did not have an RMAF did have a sector council logic model in place, which contains similar information, including performance indicators. While the number of councils with a RMAF in place declined slightly, the overall number of performance indicators increased from 785 in 2007-08 to 1,705 in 2008-09.

Finally, although the area of “Training Tools and HR Management Tools” did not see an overall decline (5 out of six indicators showed improvements in 2008-09), there is one indicator within this theme that is a notable exception. In 2008-09, only 39,495 requests to access sector council training tools were received, compared to 110,456 requests in 2007-08. The apparent decline in requests in 2008-09 can largely be attributed to greater precision in the way “requests” was interpreted in 2008-09. In the 2007-08 survey, it was discovered that visits to council websites were sometimes counted as requests for tools. In the 2008-09 survey, only actual requests for tools were recorded – hence the apparent decline when compared to the previous year.

In contrast to the declines noted above, significant increases in year over year comparisons are evident for some indicators and/or themes. For example, in 2008-09 there was a:

- 45% increase in the number of labour market and research analysis reports available;
- 46% increase in the average number of stakeholder partnerships held by each sector council;
- 39% increase in the number of participants enrolled in career development programs;
- 48% increase in the number of training tools available; and,
- 100% increase in requests for HR management tools.

In many of the above cases, the increases occurred as a result of several councils increasing their activities and reported results in each of the respective areas. The overall increase can usually not be attributed to any one or two councils. Furthermore, year over year data fluctuations need to be interpreted with great caution. When comparisons are made between the 2007-2008 data and the 2008-2009 data, they should be undertaken with the understanding that a numerical increase is not necessarily a reflection of growth in the development of partnerships, products, reports, etc. Sometimes councils may have interpreted a question differently from one year to the next, and this may have affected their responses. In addition, some councils have improved their tracking and measurement capacities, and this positively affected their ability to report on results. Finally, sector council activities vary greatly from one year to the next. An increase or decrease in reported numbers could be reflective of several councils changing their focus from one activity to another. Year to year variations must be interpreted with these factors in mind.

Additional comments on data analysis are found in Part 3, Methodology. Additional information on each of the theme findings and conclusions can be found in the relevant section of the body of the report.

Discussion of outcomes

In general, the SCP's data collection and performance measurement techniques have provided evidence that the short-term outcomes of the Program are being achieved. However, in some cases, the ASPI outputs do not allow for a complete discussion of the outcomes, without the data being complemented by sources of information that come directly from stakeholders.



The SCP is collecting solid information on which to assess the majority of its short-term outcomes. More importantly, available data indicates that the Program is progressing toward achieving the following outcomes:

- *Increased access to LMI for addressing human resources issues;*
- *A more responsive sectoral approach in addressing human resources issues;*
- *Increased partnerships with stakeholders;*
- *Increased awareness of Sector Council and flexible models and use of their programs and service; and,*
- *Greater availability of data on activities for reporting purposes.*

The remaining short-term outcomes can only be partially assessed by the available data. As the ASPI is designed to collect output data from councils, other sources of information are required to fully discuss outcomes that relate to the actual use of council's products and services. Therefore, while an assessment of the following outcomes is attempted, there is insufficient data to make firm conclusions at this time:

- *Greater adoption of skills-based approach by educational/ training organizations and workplaces;*
- *More individuals in transition are informed of sectoral skill sets, professional requirements and opportunities, and more are enrolled in employment placement programs; and*
- *Increased use of HR tools.*



Part 3 – Methodology

Revisions to Sector Council Generic Logic Model and ASPI Questionnaire

The ASPI questionnaire underwent a wholesale revision prior to collection of 2007-2008 data. The SCP revised the questionnaire to correspond to the changes to the Sector Council Logic Model that have resulted from the Evaluability Assessment process. Working with Statistics Canada's Questionnaire Design Research Centre, HRSDC's Program Evaluation Directorate and, most importantly, sector councils, the SCP was able to develop a vastly superior questionnaire. Prior to collection of the 2008-2009 ASPI data, the questionnaire was again revised. Section 4 of the 2007-2008 data, HR Skills Development and Services, was broken into four distinct sections in the 2008-2009 report. Additionally, the final section of the report, now entitled Performance Management, underwent significant changes. A copy of the new 2008-2009 ASPI questionnaire can be found in Appendix B.

Delivery

For the third consecutive year, the SCP administered the ASPI questionnaire via an online survey tool. The decision to make the change from the paper-based survey was done for many reasons:

- to reduce the burden on respondents;
- to increase the data quality by reducing response and non-response errors;
- to automatically capture responses and provide easy data extraction to spreadsheets; and,
- to expedite the analysis of the results.

Data Collection Period

The 2008-2009, ASPI was available online from May 1, 2009 to June 26, 2009. This time frame gave councils almost two months to complete the survey.

Reference Period

All questions refer to the time period of April 1, 2008 to March 31, 2009.

Respondents

33 councils completed and submitted their questionnaires in 2008-2009, giving the ASPI survey a 100% response rate. The 33 sector councils that completed the 2008-2009 ASPI are:

1. Aboriginal Human Resource Council
2. Apparel Human Resources Council
3. BioTalent Canada
4. Canadian Agricultural Human Resource Council
5. Canadian Apprenticeship Forum
6. Canadian Automotive Repair and Service Council
7. Canadian Aviation Maintenance Council
8. Canadian Council of Professional Fish Harvesters
9. Canadian Food Industry Council
10. Canadian Plastics Sector Council
11. Canadian Printing Industries Sector Council



12. Canadian Steel Trade and Employment Congress
13. Canadian Supply Chain Sector Council
14. Canadian Tourism Human Resource Council
15. Canadian Trucking Human Resources Council
16. Child Care Human Resources Sector Council
17. Construction Sector Council
18. Contact Centre Canada
19. Council for Automotive Human Resources
20. Cultural Human Resources Council
21. Electricity Sector Council
22. Environmental Careers Organization of Canada
23. Forest Products Sector Council
24. Forum for International Trade Training
25. Human Resource Council for the Voluntary/Non-Profit Sector
26. Information and Communications Technology Council
27. Mining Industry Human Resource Council
28. Motor Carrier Passenger Council of Canada
29. Petroleum Human Resources Council of Canada
30. Police Sector Council
31. The Alliance of Sector Councils
32. Textiles Human Resources Council
33. Wood Manufacturing Council

Data Verification

As in previous years, considerable attention was given to ensuring the quality of the ASPI data. This data verification process was completed in three parts:

- SCP analysts were requested to review and sign off on the completed ASPI questionnaire for their councils.
- During analysis, potential data quality issues were identified by comparing individual 2008 responses to one another. Issues were brought to the attention of SCP analysts for council validation.
- Analysts responded by reviewing their records and consulting with sector councils to verify the data where necessary.

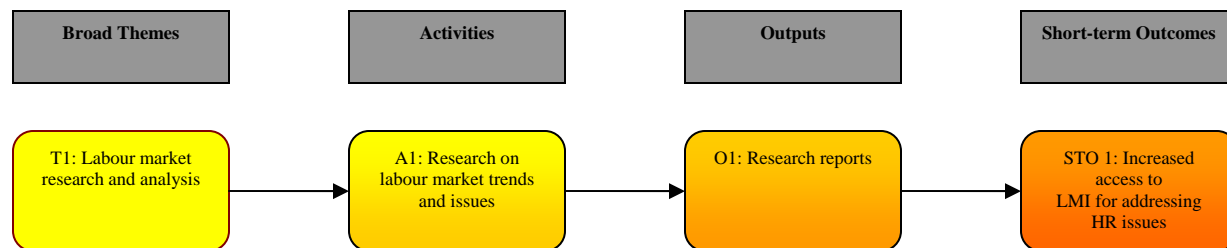
Data Analysis

The Analysis of the 2008-2009 results follow the same top down approach of the Sector Council Generic Logic Model, starting with the major themes and then discussing the associated activities, outputs and short-term outcomes. Given that the ASPI questionnaire has undergone substantial revisions, year over year comparisons are not always possible or useful. As discussed in the Executive Summary, year over year comparisons must be made with caution, given that results are affected by the variation of sector council activities from one year to another, the matter in which questions can be interpreted by councils, and improvements in reporting mechanisms. To increase the validity of the data, discretion has been used with respect to the inclusion of some responses that are extreme outliers when compared to the network average.



Part 4 – Summary of ASPI Results

Theme 1: Labour Market Research and Analysis



Activity 1: Research on labour market trends and issues

The development of sector-specific labour market information is one of the important activities undertaken by the network of sector councils towards creating a well-informed strategy to address sectoral human resource issues. To report back on this theme, the SCP collects annual information on the number and type of labour market research reports developed by the councils. The measurement of this outcome points to the availability of labour market research and analysis generated by the councils, thus giving an indication of the level of accessibility of this research in the sectors.

Output 1: Research reports

The ASPI collects data on labour market research reports, which is any study or report that produces sector-specific labour market information. Examples of labour market research reports include sector studies, situational analyses, skill shortage outlooks, labour market trends analyses or supply/demand studies. These research reports can be developed by, or with the assistance of, the councils.

Overall, 32 councils had a total of 640 labour market research reports available for use by the sectors during the reference period, an increase from the 441 reports available in the preceding year. In 2008-2009, councils released 259 new labour market research reports, as opposed to 166 in the previous year (see table on next page). For example, during the reference period, BioTalent Canada published a labour market report entitled, *Splicing the data: The critical role of human resources in Canada's bio-economy*. The findings of this comprehensive, benchmark-establishing labour market information (LMI) report of Canada's biotechnology sector are intended to help Canada's biotechnology industry identify their areas of HR need and begin planning strategically to ensure a successful future.

In addition, 381 existing¹ labour market research reports were available to the sector, an increase from 2007-2008, where 275 existing reports were in circulation. The *Creating the Future Update: A Human Resources Study of the Canadian Food Retail and Wholesale Sector*, released in 2004 by the Canadian Food Industry Council, is a good example of an existing labour market information report. As its title suggests, this study updates the original report and provides an overview of emerging trends, an employment and workforce profile and more detailed information regarding the management and development of human resources.

¹ Existing reports are those that were released prior to the 2008-2009 fiscal year, but remained available for use by the sector during the current reference period.



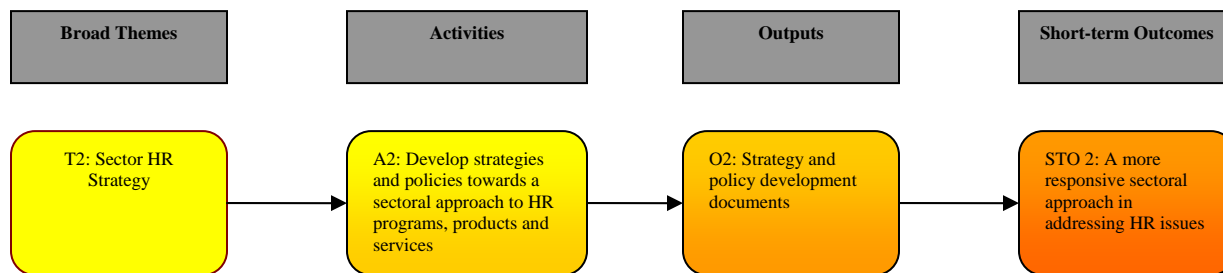
<i>Labour Market Research Reports (LMRR)</i>	<i>2008-2009</i>	<i>2007-2008</i>
<i>Number of councils with LMRRs available</i>	32	31
<i>Number of LMRRs available</i>	640	441
<i>Number of new LMRRs</i>	259	166
<i>Number of existing LMRRs</i>	381	275

Short-term outcome 1: Increased access to LMI for addressing human resources issues

The sector councils are making progress toward increasing access to LMI in the sectors for addressing HR issues. 640 labour market research reports produced by or with the assistance of councils were available to the sector. Furthermore, the high percentage of councils that have reports demonstrates that this research is available to many different sectors. Therefore, from the supply side, it is accurate to conclude that there is increased access to labour market information in the form of research reports for addressing HR issues.



Theme 2: Sector Human Resources Strategy



Activity 2: Develop strategies and policies towards a sectoral approach to HR programs, products and services

To keep pace with the dynamic nature of labour market challenges faced by their respective sectors, councils need to be constantly developing and modifying their human resources strategies. To ensure this is the case, the ASPI asks questions relating to the number and type of strategic plans being used by the councils during the reference period. In addition, the SCP collects information on how the council's current projects or activities meet the goals outlined in their strategic plans, thus making the link between planning and action. The information collected by this output provides a basis for discussion on how responsive the sector councils are towards developing a sectoral approach to address HR issues.

Output 2: Strategy and policy development documents

For the purposes of the ASPI, a strategic plan is any document that plays a role in the direction of the council and its activities, such as action plans, business plans, marketing plans, outreach plans or communications strategies.

As in 2007-2008, the 2008-2009 ASPI results show that 100% of councils had at least one strategic plan in use during the reference period. During that time, 120 new strategic plans were completed by councils; 142 new plans were completed in 2007-2008. One of those new strategic plans is the *Canadian Aviation Maintenance Council's Strategic Plan* which was developed to look at industry needs, mandate expansion and the direction that CAMC must take as an aviation and aerospace sector council. Furthermore, 130 existing² strategic plans were already in effect, versus 102 from the previous year. For example, the Motor Carrier Passenger Council of Canada had a Workforce Planning strategic plan which calls for the development of customized projection tools to ensure a sustainable workforce in the bus industry.

In addition, all councils were able to provide multiple examples of how their strategic plans were being carried out via activities and projects. An illustration of this comes from the Cultural Human Resources Council. During the reference period, this council delivered workshops relating to marketing in the music industry, as recommended in their Music Industry Strategy, as well as organizing a meeting of the National Training Advisory Council for Film and Television, as recommended in their Film and Television Strategy.

² An existing strategic plan is one still being used by the council but was completed prior to the reference period.



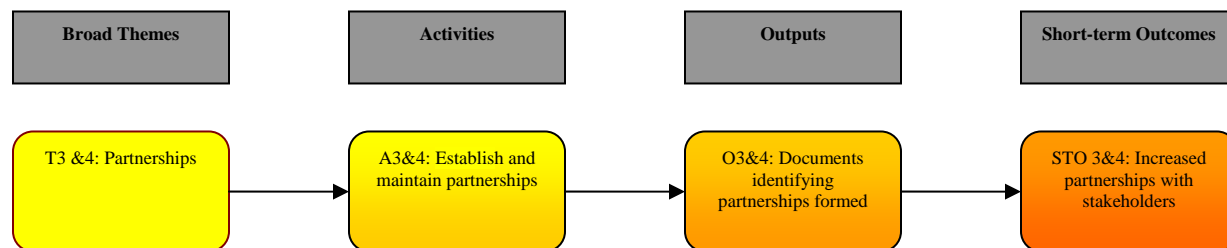
<i>Strategic Plans</i>	<i>2008-2009</i>	<i>2007-2008</i>
<i>Percent of councils with a strategic plan</i>	100%	100%
<i>Number of new strategic plans completed by councils</i>	120	142
<i>Number of existing strategic plans used by councils</i>	130	102
<i>Total strategic plans</i>	250	244

Short-term outcome 2: A more responsive sectoral approach in addressing human resources issues

Overall, it is clear that the sector councils continue to develop a responsive approach to address HR issues. The fact that every council had a strategic plan in effect speaks to this. More importantly, the ASPI shows that every council is working to put their plans into action through the implementation of projects and activities.



Theme 3: Council Stakeholders³



Theme 3 shares the same activities, outputs, and short-term outcomes as Theme 4. A summary of short-term outcomes relevant to both themes can be found at the end of the discussion on Theme 4.

Activity 3-4: Establish and maintain partnerships

Sector councils strive to create a horizontal approach to addressing HR issues by building effective and sustained partnerships with key sectoral stakeholders. To report back on progress made by the councils, the ASPI collects data on the number and type of partnerships held with stakeholders from both within and outside the sector. These outputs help to guide the discussion on the extent to which the councils are increasing their partnerships with sector stakeholders.

Output 3-4: Documents identifying partnerships formed

During the reference period, sector councils had a combined total of 158, 693 partnerships with stakeholders. That means, on average, each sector council had 4,809 partnerships, an increase of 47% from the previous year (2007-2008). A stakeholder is any group that is directly involved in the projects or activities of the council, such as working on collaborative projects or the sharing of information, as well as participation on the Board of Directors or on project committees. *Be aware that all the figures in this section represent the combined total of all 33 sector councils and, therefore, the results are not necessarily mutually exclusive.* For example, while the combined total of councils' partnerships with governments is 1,333, it is highly likely that more than one council listed the same government department, agency or HRSDC program. Therefore, it is better to view the figures in this section as an average, rather than a rolled-up total. For the second year, the ASPI also collected information on specific stakeholder groups: sector groups, governments, learning organizations, non-governmental organizations (NGOs) and other groups. The 46% increase in stakeholder partnerships is largely a result of sector stakeholder partnerships increasing by 44.8%, from 104,425 to 151,257. Some of the other categories saw large increases in terms of percentage, with learning organization partnerships increasing by 114%, and government partnerships by 68% (see table on next page).

³ Note that the language for this theme was changed to reflect sector councils' preferences for the term "stakeholders" (as opposed to the "partnerships," which appears in the generic sector council logic model).



Stakeholders⁴	2008-09		2007-08	
	Total Number	Council Average	Total Number	Council Average
<i>Sector</i>	151,257	4,584	104,425	3,164
<i>Governments</i>	1,333	40	794	24
<i>Learning Organizations</i>	3,715	112	1,738	53
<i>NGOs</i>	1,739	53	1,181	36
<i>Other Groups</i>	526	16	115	3
Total	158,570	4,805	108,253	3,280

Special attention should be drawn to the 151,257 partnerships councils developed with sector stakeholders, accounting for 95% of all stakeholder partnerships. This represents a per council average of 4,584 partnerships with sector stakeholders, an increase from the per council average of 3,164 stakeholders the previous year. A sector stakeholder is a group that is usually involved in the affairs of the sector. The fact that this figure accounts for the vast majority of partnerships is not surprising, as the focus of sector councils is primarily on their respective sectors.

Drilling down further (see table below), councils had partnerships with 24,200 employers⁵ (733 per council). For example, the Vice President (Human Resources) of De Beers Canada, a mining employer, is a Member of the Mining Industry Human Resource Council's (MiHR) Board of Directors and MiHR's Mining Attraction, Recruitment and Retention Strategy (MARS) project steering committee. Councils also had partnerships with 1,314 employer associations (40 per council). The Police Sector Council, for example, worked in partnership with the Canadian Association of Chiefs of Police (CACP), which supports and promotes efficient law enforcement for the protection and security of the people of Canada. According to the 2008-2009 ASPI, councils had 483 labour unions⁶ (15 per council) as stakeholders. The Forest Products Sector Council has the three major unions (representing the workers) directly engaged as members of the Board of Directors.

Sector Stakeholders⁷	2008-09		2007-08	
	Total Number	Council Average	Total Number	Council Average
<i>Employers</i>	24,200	733	20,801	630
<i>Employer Associations</i>	1,314	40	944	29
<i>Labour Unions</i>	483	15	712	22
<i>Other sector groups</i>	125,260	3,796	81,968	2,484
Total	151,257	4,584	104,425	3,164

Finally, councils had 125,260 partnerships with other sector stakeholders⁸ (3,796 per council). For example, the Human Resource Council for the Voluntary/Non-Profit Sector has

⁴ To ensure data validity, this table does not include outliers that would significantly affect the results.

⁵ An employer is an organization that has a total employment of one or more person(s).

⁶ A labour union is an association of workers in a particular trade, industry or plant, formed to obtain improvements in pay, benefits, and working conditions through collective action. In this case, only the highest level of the labour union is counted.

⁷ To ensure data validity, this table does not include outliers that would significantly affect the results.

⁸ Other sector stakeholders are groups that are usually involved in the affairs of the sector that have not already been mentioned.



partnerships with community and private foundations as well as organizations with whom the council has worked on specific projects. Examples include the Canadian Career Development Foundation, the Canadian Alliance for Community Service Learning, and the Public Policy Forum. In a year over year comparison of sector stakeholder partnerships, growth can be attributed to increases in partnerships with employers, employer associations and other sector groups.

In addition to sector stakeholders, the ASPI also collects information on government stakeholders. In 2008-2009, councils had partnerships with 1,333 government entities – an average of 40 partnerships per council. Specifically, councils had stakeholders at 65 programs at the Department of Human Resources and Skills Development Canada (HRSDC)⁹ as well as stakeholders at 187 federal, 556 provincial / territorial, 445 municipal and 80 international government departments or agencies. The per council averages for the 2008-09 and 2007-08 ASPI can be found in the tables below. Again, a distinct increase in partnerships is evident in a year over year comparison. Overall, partnerships increased from 794 to 1,333, or a 68% increase. The most significant increases were noted in partnerships with the federal, provincial/territorial and municipal governments.

Government Stakeholders¹⁰	2008-09		2007-08	
	Total Number	Council Average	Total Number	Council Average
HRSDC Programs	65	2	63	2
Federal	187	5	188	6
Provincial/Territorial	556	17	339	10
Municipal	445	14	134	4
International	80	2	70	2
Total	1,333	40	794	24

Councils provided many examples of their work with government stakeholders:

- As part of its Identifying On-Farm Occupations project, the Canadian Agricultural Human Resource Council invited a senior analyst of HRSDC's Skills and Labour Market Information Division to be a member of a project Advisory Group, providing insight on the NOC and general occupational classification systems in use.
- Industry Canada is an active Board member of the Canadian Plastics Sector Council (CPSC) and contributes to the development of CPSC's products and services by providing industry data for the ongoing use of the Council. Industry Canada has also invited CPSC to become a stakeholder in its strategic planning exercise for natural resource based processing industries.
- The Council for Automotive Human Resources (CAHR) works closely with Ontario's Ministry of Training, Colleges and Universities regarding Labour Market Development Agreement funding of automotive related projects
- In 2008-09, the Canadian Tourism Human Resource Council worked with provincial partners, including the Alberta Gaming and Liquor Commission, to develop a Doorpersons occupational standard.
- The Canadian Supply Chain Sector Council worked with the City of Calgary, which participated in Focus Groups for the Council's Labour Market Information and

⁹ Does not include the SCP.

¹⁰ To ensure data validity, this table does not include outliers that would significantly affect the results.



Occupational Standards projects and the Association of Canadian Community Colleges' Supply Chain Affinity Group meeting.

- Finally, Contact Centre Canada worked with the French Embassy in Canada, which contacted the CCC to request information on the contact centre industry in Canada. The initial request included a survey to provide specific information regarding labour costs, required education and types of activities (i.e. in-bound/out-bound calls). Research and collaboration with the Embassy was on-going when the ASPI data was collected.

The ASPI also collects data on councils' relationships with learning organizations, non-governmental organizations (NGOs) and other groups. In 2008-2009, councils had 3,715 stakeholders at learning organizations¹¹ (112 per council), a 114% increase from the 2007-2008 data, when councils had 1,738 stakeholder relationships at learning organizations (53 per council). Much of this increase can be attributed to individual sector councils expanding their partnership range (see tables on next page). As an example, the Southern Alberta Institute of Technology (SAIT) provided guidance to the Canadian Apprenticeship Forum as a member of its Board of Directors and the Board's executive committee.

Councils also held partnerships with 1181 stakeholders at NGOs¹² (36 per council), including 333 national sector councils, 183 provincial sector councils¹³ and 665 other NGO groups.¹⁴ Finally, councils held 115 partnerships with other groups.¹⁵ As seen in the table below, the number of partnerships sector councils hold with NGOs has grown over the past year, notably with provincial sector councils and other NGOs.

NGO Stakeholders	2008-09		2007-08	
	Total Number	Council Average	Total Number	Council Average
<i>National SCs</i>	447	14	333	10
<i>Provincial SCs</i>	178	5	183	6
<i>Other</i>	1,114	34	665	20
Total	1,739	53	1,181	36

Here are three examples of how councils work with the above mentioned groups:

1. The Forest Products Sector Council and the Wood Manufacturing Council (WMC) are collaborating together in two key areas. First, the Wood Manufacturing Council is expanding its existing WoodLINKS program (offered in secondary schools across Canada) to include two new modules focused on the primary forest products sector. These modules will be developed in 2009 and will, after testing, be offered to secondary schools beginning in 2010. Second, WMC is advancing a project to enhance the understanding of skills transferability between the advanced wood manufacturing sector and the primary forest products industry.

¹¹ A learning organization is an institution that provides training for employers or to employees, such as universities, colleges, CÉGÉPs, school boards, ministries of education or private sector training institutions.

¹² NGOs are groups with mutual interests and objectives that are non-profit and independent of government, such as sector councils, rural development societies, cooperatives and foundations as well as social, religious and environmental organizations.

¹³ A provincial sector council is the provincial counterpart of the national network or other provincial groups that have a similar function as the sector councils, such as les Comités sectoriels in Quebec or the Manitoba Sector Training Network.

¹⁴ Other NGO groups are all other NGO stakeholders not previously captured.

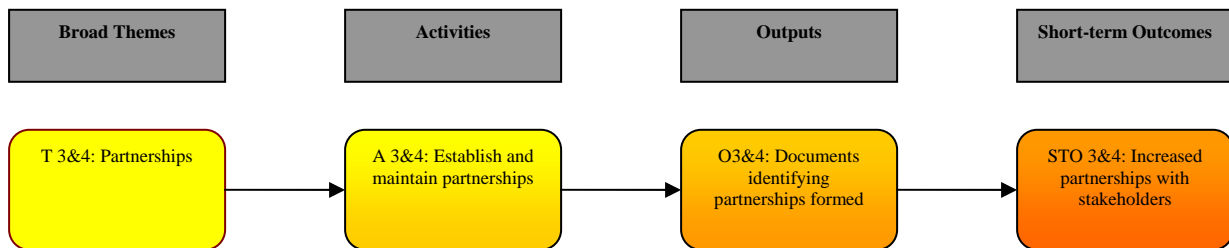
¹⁵ Other groups are all other stakeholders not previously captured.



2. Quebec's Comité sectoriel de main-d'oeuvre des pêches maritimes participates in the Canadian Council of Fish Harvesters' consultation processes, training tool development and distribution of the Council's training material.
3. Environmental Careers Organization of Canada partnered with the Canadian Network of Environmental Education and Communication (EECOM) to draft a Memorandum of Understanding with the understanding that both parties will support and communicate each other's mandates and use each other's networks to promote Environmental Learning and raise the profile of Environmental Careers for K-12 students.



Theme 4: Leveraging investments from stakeholders



Theme 4 builds on the data presented in Theme 3; these two themes share the same description of activities, outputs, and short-term outcomes provided in the above section on Theme 3. Comments on the achievements of short-term outcomes for Themes 3 and 4 are provided at the end of the discussion on Theme 4.

Output 3-4: Documents identifying partnerships formed (continued from previous section)

In addition to the number and types of partnerships help by councils, the ASPI also collects data on the investments provided to councils by stakeholders. An investment is financial support received from sources other than the SCP towards projects or activities undertaken by the council. Investments can be cash or in-kind contributions that were received towards new, on-going or completed projects and non-project related activities as well as from the selling of products or services. A cash investment is exactly that – a contribution that was monetary in nature. An in-kind investment is the dollar value of a non-monetary contribution. For example, in-kind investments can include the value of time of participants in focus groups, project committees or on the board of directors of councils as well as the expenses incurred by these participants while working with the councils.¹⁶ For the second consecutive year, the ASPI examined the source of investments and this information will also be discussed.

In 2008-2009, councils leveraged a total of \$37.3M in cash and in-kind investments from stakeholders (see chart below). When combined with the investments from previous years, the councils have successfully leveraged \$237.6 M from stakeholders over the past five years. That means that for every \$1 invested by the SCP over that time period, councils leveraged \$0.79.¹⁷ While the total investment figure is lower than that of the last two fiscal years (\$61M in 2006-2007 and 39 M in 2007-2008), there are three factors that help explain this variation. First, the amount of investments leveraged varies on the projects and activities being carried out by the councils during the reference period. Furthermore, many projects are multi-year and while councils may not have received investment for particular projects during the last fiscal year, it is quite possible that they have received investments in the past or will in the future. Second, there have been changes to the tracking requirements of in-kind investments; improved tracking of these figures is expected in the future. Third, as previously mentioned, ASPI data quality has been significantly enhanced over the past two iterations due to the refining of questions. Therefore, the more recent figures could be more reflective of the actual investments leveraged.

¹⁶ The maximum in-kind contribution rate is \$400 per person per day.

¹⁷ Based on SCP budget expenditures over the past five years.



<i>Type of Investment</i>	<i>2008-2009</i>	<i>2007-2008</i>
<i>Cash</i>	19,920,190	20,691,527
<i>In-kind</i>	17,425,440	18,291,030
Total	37,345,630	38,972,557

Examining the breakdown of the sources of investments, the majority of both cash and in-kind investments came from the sector (61% and 78%, respectively). Again, given the focus of the sector councils, this is not surprising. However, the substantial investments leveraged from sources other than the sector should not be overlooked, particularly those from governments and learning organizations.

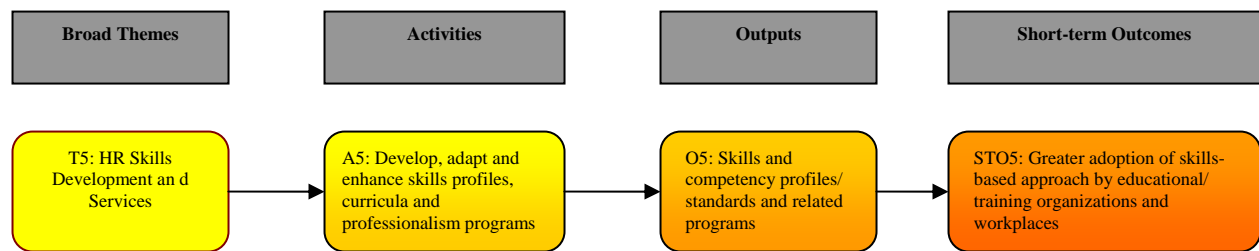
<i>Stakeholder Group</i>	<i>2008-09</i>		<i>2007-08</i>	
	<i>Cash Investment (\$)</i>	<i>In-kind Investment (\$)</i>	<i>Cash Investment (\$)</i>	<i>In-kind Investment (\$)</i>
<i>Sector</i>	12,173,756	13,637,794	15,803,846	14,521,030
<i>Governments</i>	4,939,722	1,489,024	3,245,209	564,144
<i>Learning Organizations</i>	1,757,777	832,578	1,264,603	1,151,289
<i>NGOs</i>	640,274	952,488	113,521	530,030
<i>Other Groups</i>	408,661	513,556	254,348	1,524,537
Total	19,920,190	17,425,440	20,681,527	18,291,030

Short-term outcome 3-4: Increased partnerships with stakeholders

The available ASPI data suggests that councils continue to increase partnerships with stakeholders. The increase in the number of stakeholders held by councils speaks to this. In addition, the wide range of different types of partnerships held by councils shows that councils are doing a good job reaching key stakeholder groups - most importantly, those in the sectors, in governments and at learning organizations. Furthermore, the substantive investments leveraged by councils from stakeholders over the last five years points to the continued success of those partnerships.



Theme 5: Human Resources Skills Development and Services – Occupational Standards and Related Activities



Themes 5 to 8, human resources (HR) skills development and services, address the majority of the work undertaken by councils. Each theme focuses on different, but related, activities:

- Theme 5 – Occupational Standards and Related Activities
- Theme 6 – Career Development Programs
- Theme 7 – Learning Programs
- Theme 8 – Tools

Activity 5: Develop, adapt and enhance skills profiles, curricula and professionalism

Many councils develop occupational standards to help identify the skills required to competently perform a particular occupation in the workplace. Occupational standards help pinpoint industry skills requirements to ensure that employees have the necessary skills to work in their respective sectors. In addition, the development of national occupational standards helps inter-provincial and even inter-sectoral labour mobility. To complement occupational standards, some councils develop and/or implement certification and/or accreditation systems. These initiatives help councils build a more skills-based approach to HR development in the sectors. Collecting data on these three outputs provides an indicator of the degree to which stakeholders in the sectors are adopting the skills-based approach proposed by councils.

Output 5: Skills and competency profiles/standards and related programs

As previously discussed, information is collected on occupational standards as well as certification and accreditation systems for this output. An occupational standard is a set of specific job-related skills and knowledge required to perform competently in the work place. There are many variations of this term, such as competency skills, skills profiles, occupational skills or even job-related skills – all of which are considered one and the same for the purposes of the ASPI. Certification is a formal system by which employees are tested and evaluated to ensure they meet the occupational standards in question. Accreditation is a formal method by which specific programs of study are certified as meeting certain occupational standards.

During the reference period, 596 occupational standards developed by or with the assistance of 18 sector councils were available for use by the sectors, compared to 495 the preceding year. The percentage of councils that have occupational standards is at 73%, compared to 55% in 2007-2008. It is important to reiterate that some councils do not use the occupational standard approach – often because the sector doesn't require or desire standards (e.g. sectors that have regulated trades). Therefore, this percentage should be interpreted appropriately.



Of the 596 occupational standards, 264 were newly developed or upgraded¹⁸ in 2008-2009, as compared to 168 standards that were newly developed or upgraded in the previous year (see tables on the following page). As an illustration, the Canadian Printing Industries Sector Council produced *Fit To Print: Your Guide to National Press Skill Standards*. This technical guide introduces users to the skill standards developed for the press process area and how they can be used. Among other things, the standards describe the knowledge and skills required to succeed as a press operator as well as providing guidelines for the establishment and evaluation of employees, programs or to enhance existing programs.

The remaining 332 (compared to 327 in 2007-2008) were existing¹⁹ occupational standards that were still relevant to the sector. The Child Care Human Resources Sector Council, for example, developed and released the Occupational Standard for Child Care Administrators in 2006. This occupational standard applies to the leadership role in child care and contains a detailed description of all the skills, knowledge, and abilities required by an Administrator, Manager or Executive Director of a child care organization in order to be proficient and capable in the job.

During the 2008-2009 fiscal year, 14 sector councils were involved in certification activities and 8 councils worked on accreditation; in 2007-2008, the numbers were 10 and 7, respectively, consistent with figures from previous years. As is the case with occupational standards, some councils are not in the business of developing certification and/or accreditation systems. That being said, those councils that do engage in those activities are doing an excellent job. During the reference period, 18,375 employees were certified based on certification systems developed by or with the assistance of councils. This is a slight decrease from 2007-2008, when 22,180 employees were certified. Nonetheless, the total number of employees certified by councils over the past 5 years is impressive – 80,086²⁰.

¹⁸ An upgraded occupational standard is one that is based on original standards developed by or with the assistance of the councils or based on standards developed by other sources.

¹⁹ An existing occupational standard is one that was still available for use by the sector but was completed prior to the reference period.

²⁰ For previous years, figures refer to the number of employees meeting occupational standards.



<i>Occupational Standards and related activities</i>	<i>2008-2009</i>	<i>2007-2008</i>
<i>Percent of councils with occupational standards available to the sector</i>	73%	55%
<i>Number of new or upgraded occupational standards completed by councils and available to the sector</i>	264	168
<i>Number of existing occupational standards completed by councils and available to the sector</i>	332	327
<i>Total number of available occupational standards</i>	596	495
<i>Percent of councils involved in certification activities</i>	42%	30%
<i>Number of employees certified with sector council certification systems</i>	18,374	22,180
<i>Percent of councils involved in accreditation activities</i>	24%	21%
<i>Number of programs of study accredited based on the accreditation systems developed by councils</i>	65	99

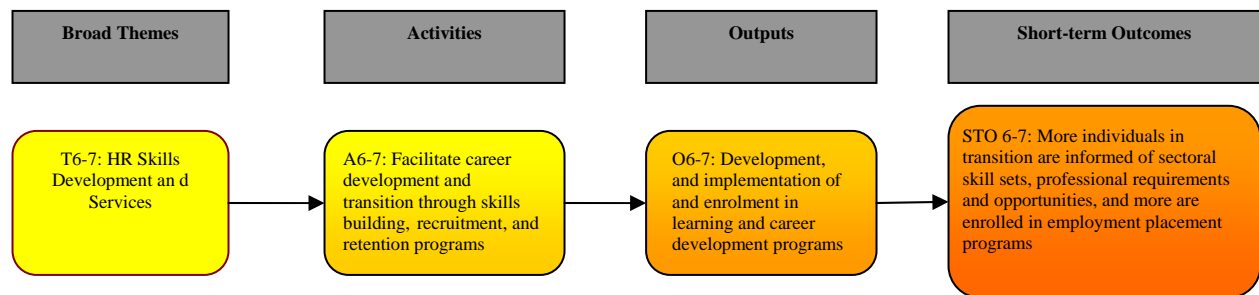
In terms of accreditation, 8 councils were involved in accreditation activities, with 65 programs accredited based on systems developed by or with the assistance of councils over the last year – bringing the 5-year total to 288. For an example of an accredited program, one does not need to look any further than the Canadian Trucking Human Resources Council, whose nationally recognized certificate course, *Earning Your Wheels – Professional Driver*, underwent an independent third-party assessment by the Canadian Vocational Association to ensure that the program met National Occupational Standards.

Short-term outcome 5: Greater adoption of skills-based approach by educational/ training organizations and workplaces

The available ASPI data allows for some discussion of this short-term outcome. As illustrated by the over 400 occupational standards available to the sectors, it is clear that there is sufficient access to standards. In addition, the large number of employees certified to meet these occupational standards and the significant number of programs accredited suggests that there is a level of adoption of this skills-based approach by both employers and learning organizations. However, in this case, ASPI figures can only provide a limited analysis of this short-term outcome. This data needs to be complemented by information that comes directly from employers and learning organizations; until more definitive information is obtained, a definitive conclusion on this outcome will have to wait.



Theme 6: Human Resources Skills Development and Services – Career Development Programs



Theme 6 shares the same activities, outputs, and short-term outcomes as Theme 7. A summary of short-term outcomes relevant to both themes can be found at the end of the following section on Theme 7.

Activity 6-7: Facilitate career development and transition through skills building, recruitment, and retention programs

Given that some councils develop and implement learning and employment placement programs, the ASPI collects data on exactly these outputs to gain a better understanding of the progress being made toward reaching this outcome. Learning and employment placement programs are important tools that councils use to increase career and skills development as well as recruitment and retention within the sectors.

Output 6-7: Development and implementation of and enrolment in learning and career development programs

A career development program is one that is designed to help employers with the potential recruitment of new employees, including such programs as career focus, bridge to work, apprenticeship and internships. 18 or 55% of councils had these programs available for use by the sectors during the reference period. This is consistent with the average number of councils involved with career development programs over the past 3 years. In 2008-2009, 80 career development programs developed by or with the assistance of the councils were available to the sectors. Of that total, 40 career development programs were new and the remaining 40 were existing.²¹

The Electricity Sector Council provides a good example of a new career development program. Bright Futures BC is the pilot career awareness program of the Electricity Sector Council that is modeled after the Power Workers' Union's TradeUp for Success program currently used in Ontario. The Aboriginal Human Resource Council still uses its Ironworker career program, which it completed with the Construction Sector council about three years ago. This was a comprehensive program helping young aboriginal people to enter the ironworkers field.

During the reference period, the Cultural Human Resources Council continued to administer 2 career development programs – one on behalf of HRSDC and the other on behalf of the Department of Canadian Heritage. The council's Career Focus for Arts Practice and Arts

²¹ An existing program is one that is still available for use by the sector but was established prior to the reference period.



Management as well as its Building Careers in Heritage programs are designed to help support young people who are beginning work in the cultural sector as artists or cultural managers.

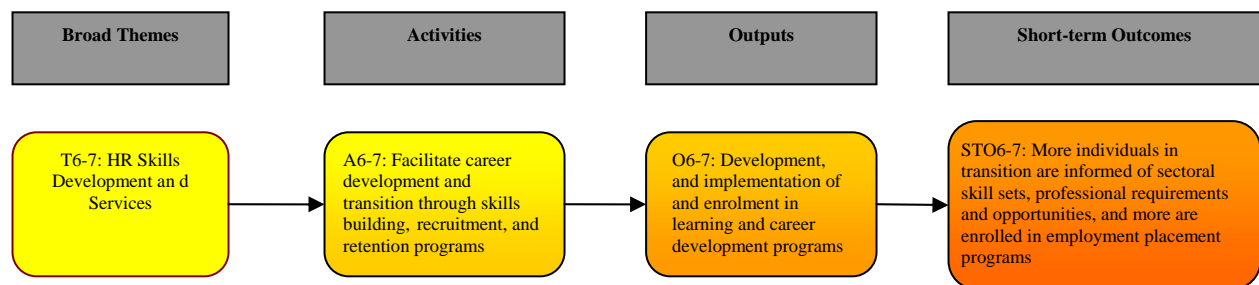
During the reference period, 9,850 participants were enrolled in new and existing career development programs, with 3,568 employers as users. Furthermore, a total of 7,972 employers have used these career development programs over the past 3 years, and, over the past 5 years, there have been a combined total of 22,230²² participants in such programs.

<i>Career Development Programs (CDPs)</i>	<i>2008-2009</i>	<i>2007-2008</i>
<i>Percent of councils with CDPs</i>	55%	55%
<i>Number of new CDPs</i>	40	22
<i>Number of existing CDPs</i>	40	65
<i>Total number of CDPs available to the sector</i>	80	87
<i>Number of participants enrolled in new and existing CDPs</i>	9,850	4,129
<i>Number of employers as users</i>	3,568	3,120

²² For previous years, this represents the combined total co-op and career focus programs.



Theme 7: Human Resources Skills Development and Services – Learning Programs



Theme 7 builds on the data presented in Theme 6; these two themes share the same description of activities, outputs, and short-term outcomes. Comments on the achievements of short-term outcomes for Themes 6 and 7 are provided at the end of Theme 7.

Activity 6-7: Facilitate career development and transition through skills building, recruitment, and retention programs

A learning program is one that is designed to help participants meet occupational standards or increase their job-related skills. Learning programs can be delivered by web- or Internet-based technologies or more traditional methods. Examples may include: professional development activities, workshops, seminars, and lectures. Note that comparisons to last year's results are not possible for this theme, given that the 2007-2008 ASPI focussed on on-line learning programs while the 2008-2009 ASPI has a broader scope, encompassing learning programs delivered through a variety of methods.

In 2008-2009, 23 councils (70%) had a total of 1,729 learning programs available for use by the sectors with a total of 123,912 participants. 210 were new learning programs completed by the council, while 1,519 were existing learning programs.²³ As an illustration, the Canadian Steel Trade and Employment Congress developed a 30-hour essential skills training program focussing on writing, document use, and numeracy skills at the Saskatchewan Institute of Applied Science and Technology (SIASST) for the steel firm EVRAZ in Regina and Red Deer.

An example of an existing learning program is the Information and Communications Technology Council's Information Technology Professional (ITP) program. This is a post-graduate, full-time, twelve month, interactive learning experience that includes a three-month work term. The ITP program is designed for national and international graduates, from any field of study, who are interested in pursuing rewarding careers within the ICT sector.

Short-term outcomes 6-7: More individuals in transition are informed of sectoral skill sets, professional requirements and opportunities, and more are enrolled in employment placement programs

The ASPI data allows for some discussion of this outcome, but only in a limited fashion. In examining the enrolment in career development programs (168,244 participants and 3,568 employers) and learning programs (123,912 participants), there seems to be considerable evidence to suggest that councils are making progress towards achieving this short term

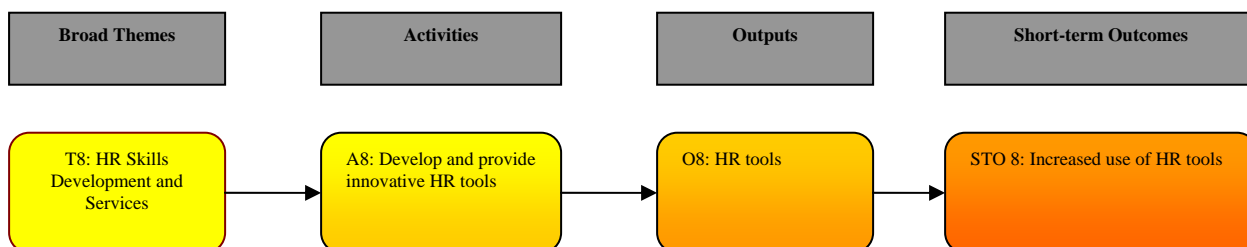
²³ A new learning program is one that was made available during the reference period while an existing learning program is one that is still available but that was completed prior to the reference period.



outcome. However, as some councils have difficulty tracking the exact enrolment figures, it would be wise not to draw firm conclusions until this information is validated by other sources.



Theme 8: Human Resources Skills Development and Services – Tools



Activity 8: Develop and provide innovative human resource (HR) tools

This activity is the “bread and butter” of many sector councils. Councils work closely with stakeholders to develop relevant human resource tools based on sectoral occupational standards. As learning programs were already discussed as part of Theme 7, the reader has already seen a glimpse of the types of tools that councils can develop. This section will discuss the other training and HR management tools developed and disseminated by councils to gain a better understanding of the progress being made toward reaching this outcome.

Output 8: HR tools

For the purposes of the ASPI, a training tool is a product that supports or enhances the training abilities of the sector, including manuals, guides, CD ROMs, videos, gap analyses or best practices. A human resource (HR) management tool is a product or service that supports or enhances the ability of an employer to manage their organization in one or more of the following areas: HR policy, staffing or performance management. There are many examples of HR management tools, some of which include job descriptions or profiles, recruitment or staffing best practices, orientation checklists for new employees and awards programs. Both training and HR management tools can be paper-based or electronic. This line of questioning was introduced in the ASPI in 2007-2008.

Over the last fiscal year, 27 sector councils (82%) had 1,705 training tools available for use by the sector²⁴, an increase from the preceding year (see table below). 293 of those training tools were newly completed over that time period. An illustration of a new training tool comes from the Apparel Human Resource Council. This council developed 6 CDs to help train employees who work in industrial clothing production. The remaining 1,412 training tools were completed prior to the reference period, but were still available for use by the sectors. The Council for Automotive Human Resources released new training tools as part of its Adjustment Tool Kit. In partnership with the Canadian Auto Workers (CAW), new modules were compiled for Decision Makers, Displaced Workers, Adjustment Committees and the Action Centre Team.

²⁴ Training tools can be completed by or with the assistance of the councils.



In comparison to last year, there are a greater number of councils with a greater number of training tools available. In 2007-2008, there were 1,149 tools available, as compared to 1,705 for the current reference year – an increase of 48%. At first glance, requests for training tools appear to have dramatically decreased this year, from 110,456 to 39,495. This apparent decline can largely be attributed to greater precision in the way requests was interpreted in 2008-09. In the 2007-08 survey, it was discovered that visits to council websites were sometimes counted as requests for tools. In the 2008-09 survey, only actual requests for tools were recorded – hence the apparent decline when compared to the previous year.

<i>Training Tool / HR Management Tool Criteria</i>	<i>2008-2009</i>	<i>2007-2008</i>
<i>Percent of Councils with Training Tools Available</i>	82%	64%
<i>Number of Training Tools Available</i>	1,705	1,149
<i>Number of Stakeholder Requests for Tools</i>	39,495	110,456
<i>Percent of Councils with HR Management Tools Available</i>	82%	56%
<i>Number of HR Management Tools Available</i>	646	484
<i>Number of Stakeholder Requests for HR Management Tools</i>	27,119	13,563

With respect to HR management tools, 27 councils had 646 of these tools available for use by the sector in 2007-2008. Of this total, 268 HR management tools were new and 378 were existing.²⁵ The Canadian Tourism Human Resource Council created a new HR Management Tool entitled “The Culinary Career Path,” which illustrates how an entry-level worker can progress to senior positions within the culinary profession. This includes a map of training and certification options as well as occupational titles associated with each level of accomplishment. The on-line diagnostic assessment is a short version of certification exams that can be used for the hiring process. It provides a skill assessment in the recruitment phase – a very useful tool for HR professionals. In terms of existing HR tools, in 2007 the Petroleum Human Resources Council of Canada published the booklet, *Draw the World into your Workplace: Strategies for Building a Diverse Workforce*, which was a product of the Council's Outreach Awareness project and is currently available to petroleum industry human resources professionals and others working to grow and diversify the oil and gas industry's skilled labour pool.

²⁵ An existing tool is one that was completed prior to the reference period but was still available for use by the sector.



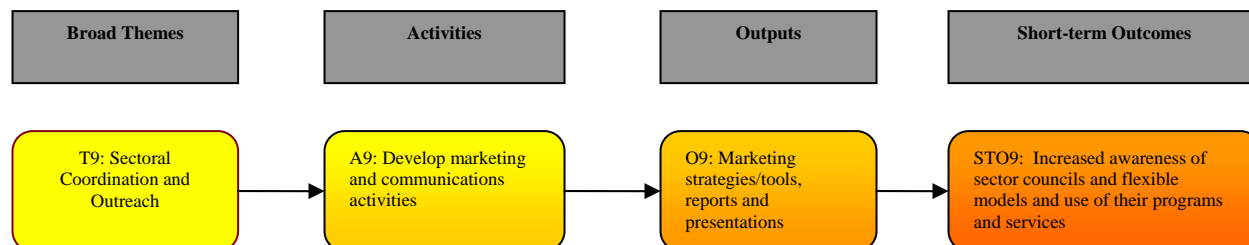
In 2008-2009, stakeholders requested 27,119 HR management tools, which were developed by or with the assistance of the councils. This represents almost a 100% increase from the requests received the previous year (13,568).

Short-term Outcome 8: Increased use of HR tools

The available ASPI data suggests that councils have many tools available and that those tools are in demand by sectors. However, as much as these outputs are positive, it is difficult to discuss this short-term outcome without having information that explicitly points to use of sector council tools by the sectors. Therefore, a concrete conclusion on this outcome could be complemented by additional data sources.



Theme 9: Sectoral Coordination and Outreach



Activity 9: Develop marketing and communications activities

It is essential for sector councils to develop and deliver marketing and communication activities to promote the sectoral approach as a viable solution to HR issues in the sectors. As such, the ASPI collects data on different types of marketing and communications activities in an attempt to provide some conclusions on the short-term outcome.

Output 9: Marketing strategies/tools, reports and presentations

Marketing and communication activities are designed to effectively increase stakeholders' awareness of the existence of a council and/or the availability of the council's products and services. Activities may include organizing sector-specific events, speaking arrangements, publishing articles in industry publication, product launch campaigns and re-branding a sector council image. The information collected this year varied somewhat from last year. This year, the focus was on the amount of money councils invested in marketing and communication activities, the audiences targeted, and measurement of the effectiveness of the activities. Because last year's ASPI focused on the number of events held, the number of times councils were contacted, the number of council references and the number of other promotional activities conducted by councils, the year over year data is not comparable. Changes were made to the ASPI questionnaire in this area partly as a result of challenges faced by some councils in collecting some of the requested data (i.e. tracking of publications, media interviews, stakeholder requests, etc).

During the reference period, 100% of councils had a marketing and communication plan in place, with a total of \$4,208,480 invested in marketing and communication activities (an average of \$127,530 per council). An example of a marketing and communication activity carried out by the council during the reference period is the Forum for International Trade Training's (FITT) social media channels. FITT is using social media through Facebook, LinkedIn, Flickr and RSS feeds to enhance its online presence. The objectives of FITT's social media campaign are to: diversify FITT's reach into new media increasingly being used by our student members; enhance its search engine optimization and overall presence on the web; open new channels of customer service; grow its overall member base; and realize cost efficiencies through the use of technology.

These marketing and communication activities targeted specific audiences and their effectiveness was measured by a vast majority of councils. The Alliance of Sector Councils Sector councils uses the *TASC Communiqué*, a monthly newsletter that is sent to over 250 staff members at sector councils to share a variety of information. One way the Textiles Human Resources Council measures marketing and communication activity effectiveness is by tracking

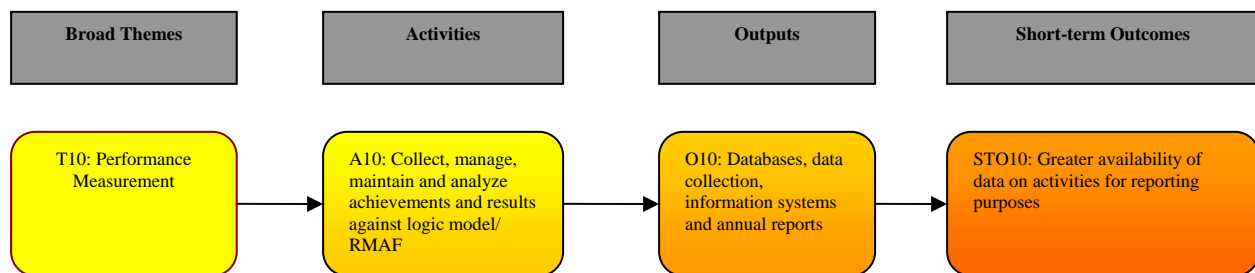


web hits and downloads, and distributing and collecting feedback forms related to all events and tracking click-throughs on its eNewsletter software (which indicates which articles readers access).

Short-term outcome 9: Increased awareness of Sector Council and flexible models and use of their programs and services

It is clear that councils have been very busy in terms of promoting the sector council model through marketing and communication activities. While promotion does not necessarily lead to awareness, the available evidence suggests that councils are indeed increasing sectoral awareness of their activities, products and services through targeted activities whose effectiveness was measured.



Theme 10: Performance Measurement**Activity 10: Collect, manage, maintain and analyze achievements and results against logic model/ RMAF**

Of the revisions made to the original Sector Council Program Logic Model, the addition of this new theme was undoubtedly the largest change. As it is essential for councils to collect accurate and up-to-date data for reporting purposes, it is important for the SCP to collect information to assess how efficient and effective they are in doing so. This section will present data that focuses on the councils' results-based management accountability frameworks (RMAF). A RMAF serves as a blueprint for managers to help them focus on measuring and reporting on outcomes throughout the lifecycle of the council. The main elements of a RMAF are a results-based logic model, a performance measurement strategy, and an adequate reporting regime. The 2008-2009 ASPI did not collect data on information management systems, as did the 2007-2008 ASPI, so year over year comparisons are not fully possible for this section. Where possible, comparisons will be made.

Output 10: Databases, data collection, information systems and annual reports

During the reference period, 32 of 33 councils had a RMAF in place during the reference period. Furthermore, councils had a combined total of 1107 performance indicators outlined in their RMAFs (as compared to 785 in the preceding year). This means that, on average, councils had 34 performance indicators in place in 2008-2009.

<i>Performance Measurement Criteria</i>	<i>2008-2009</i>	<i>2007-2008</i>
<i>Percent of Councils with a RMAF in place</i>	97%	100%
<i>Number of performance indicators in the RMAF</i>	1,705	785

The types of indicators varied as greatly as the activities of the councils themselves, but here are some general examples of performance indicators:

- number of industry employees receiving training, by type of training
- number of sector council products distributed
- number of enrolments in training programs
- number of council members
- number of website hits and downloads (of sector council products)
- number of partnerships with other specific organizations
- number of stakeholders participating in committees



As one can see, the performance indicators illustrated above are very close to the ones outlined in the Sector Council Generic Logic Model. This is intentional, as councils are encouraged to use this logic model as a basis for the design of their own logic models.

A new line of questioning in the 2008-2009 ASPI focused on updates to councils' RMAFs, collecting information relevant to their RMAF and using the information collected to report back on the performance indicators outlined in the RMAF. During the reference period, eleven sector councils updated their RMAF. For example, the Petroleum Human Resource Council's RMAF was updated in order to reflect business decisions made by the Board of Directors at the October 2008 Strategy Session, and, where possible, to align it with HRSDC's RMAF. Thirty councils indicated that they regularly collected information relating to their RMAFs. The Child Care Human Resources Council, for example, plans to develop new RMAF indicators for three new projects: the Occupational Standards for ECE project; the Labour Market Information project; and the Pathways to Credentialing project. Lastly, 28 councils indicated that they used the information collected to report back on their RMAF performance indicators. For example, the Agriculture Human Resources Sector Council's Executive Director prepares a bi-weekly report to the Board providing an updated account of the Council's Development. In addition, the Chair of the Board of Directors provides a report at the Annual General Meeting to summarize the accomplishment of the Council for the year.

Short-term outcome 10: Greater availability of data on activities for reporting purposes

The available data suggests that the vast majority of councils collect performance-based data on a regular basis. Furthermore, almost all councils had a RMAF in place during the reference period. Therefore it is safe to conclude that councils have a great deal of information available for reporting purposes. In future years, year over year reporting should be possible to better track activities and outputs related to this outcome.



Part 5 – Conclusion

Taken together, year to year comparisons of the performance indicators presented in this report provide a picture of the extent to which activity levels went up or down in certain areas. The data indicates that activity levels went up in major areas of council activities. Sector councils:

- Produced more research and labour market information reports;
- Increased the number of their stakeholder relations;
- Made more occupational standards available,
- Had more employers involved in career development programs; and,
- Made more training tools available in 2008-09 than during the previous year.

Some of the biggest increases in the level of activities relate to the production of LMI and research reports, and the establishment of stakeholder relations. This may be positive since these areas are critical to ensure sector councils' continued relevance with employers and other labour market stakeholders. The results also indicate that activity levels have gone down in the themes related to leveraging stakeholder investments and performance management.

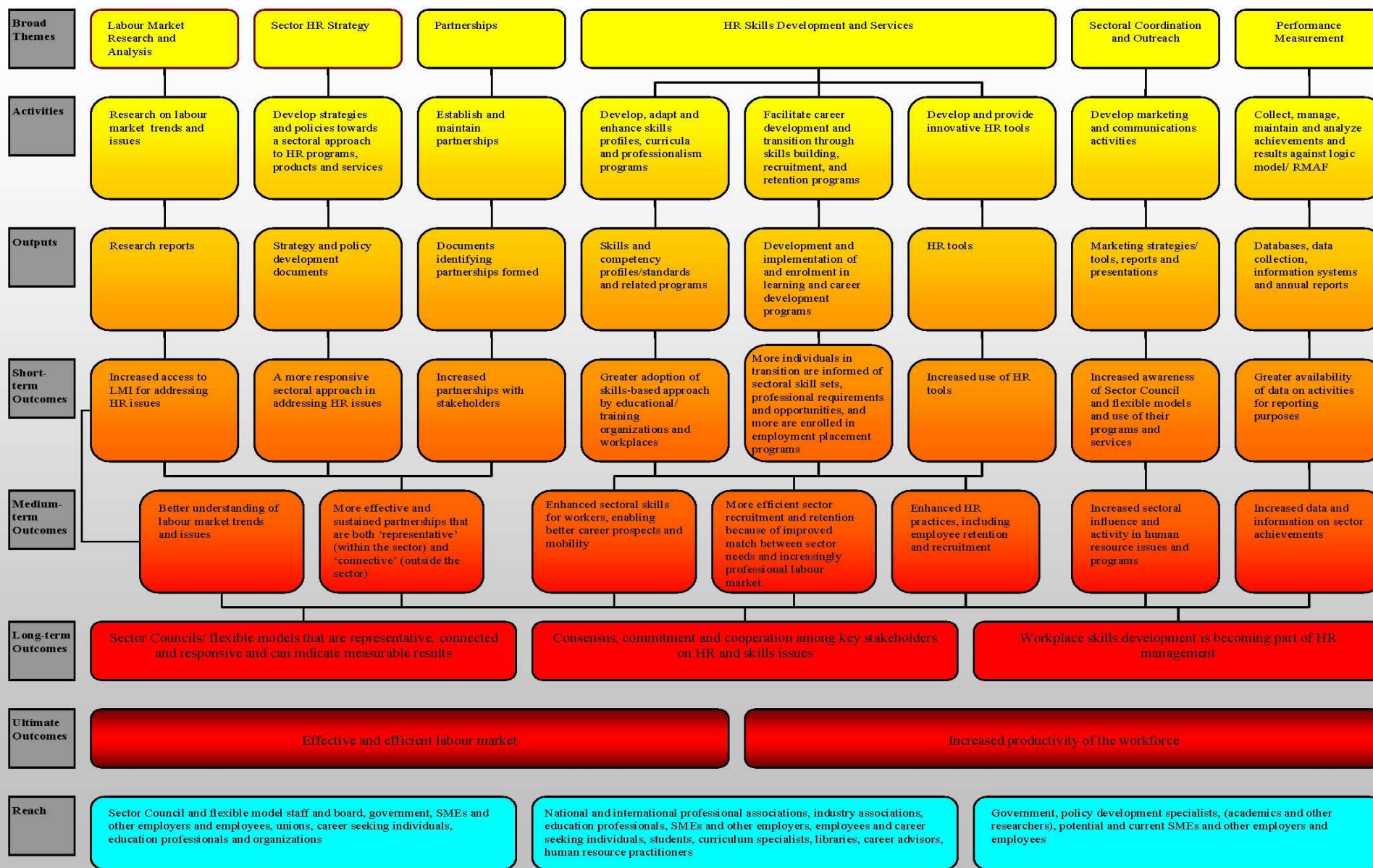
In the final analysis, this review of performance indicators suggests that there are relatively important year to year variations in the type and level of activities carried out by sector councils, but such variations may be indicative of the inherent flexibility demonstrated by councils in responding to the changing needs of their sectors.



Part 6 – Appendix



Generic Sector Council/ Flexible Models Logic Model



**Annual Survey of Performance Indicators
April 01, 2008 to March 31, 2009**

Developed by the Sectoral Program Development Division, HRSDC



Introduction to Annual Survey of Performance Indicators

Purpose of the ASPI:

The primary purpose of the Annual Survey of Performance Indicators (ASPI) is to gather data that helps us to demonstrate the achievements that the network of sector councils has achieved during the last fiscal year. It is critical to measure and evaluate these results to ensure that we are delivering quality programs to Canadians. These results are combined with previous years' results to assess the overall performance of the national sector council network.

The second but equally important purpose of the ASPI is to help us tell a story that best illustrates the excellent work being undertaken by the councils. Therefore, councils are strongly encouraged to provide examples and contextual information wherever possible to help us achieve this end.

Changes to the 2008-2009 ASPI questionnaire:

Only a few minor changes have been made to the 2008-2009 questionnaire based on the feedback received from councils and SCP management.

Due Date:

The 2008-2009 ASPI will be active on **Friday May 1st, 2009**, giving sector councils 8 weeks to complete the survey. The online survey closes on **Friday June 26th, 2009 @ 11:59 p.m. EST**.

Reference Period:

All questions refer to the time period of April 01, 2008 to March 31, 2009, inclusive, unless otherwise specified.

We appreciate the time and effort involved to complete this survey. Your contribution will help show the achievements of the network of sector councils and create a better Sector Council Program for Canadians. Thank you for your support!

Completing the ASPI Online

Logging in:

1. From the first page, the respondent must first choose their preferred official language and then you will be forwarded to the login page.
2. Each Council has been given an username and initial password to login to the online ASPI. Once the respondent has logged on for the first time, they may change their password to their preference.
3. After logging in, the respondent will be forwarded to the introduction to the ASPI page. From there, you must click on the "go to the survey!" button to begin the questionnaire.

Questionnaire format:

4. Based on language preference, the respondent may change from English to French and vice-versa at any time during the completion of the survey.



5. Key definitions are highlighted in blue and underlined. To see the definition, click on the word. The respondent will then be sent to the glossary section at the bottom of the page.
6. Please note that the respondent should only answer the questions that are applicable to their sector Council. Depending on the answers given, additional instructions (e.g. "skip to question ##") and the disabling of questions may occur to help guide the respondent to the next set of relevant questions.
7. If a "required" statement is located at the top right hand corner of the question, the respondent must enter a valid response in order to proceed to the next page. Otherwise a caution will appear on the page stating that the respondent must provide an answer.
8. The survey contains text boxes to allow for respondents to provide examples. In addition, comment boxes are available at the end of each line of questioning.

Saving responses:

9. Once the respondent has completed each page on the survey, you are to click "next" to continue. When this is done, the survey will automatically save that particular page.
10. The respondent can still return to the "previous" page and make any changes. Once the "next" button is clicked again the page will save those changes.
11. **CAUTION:** If the respondent does not click "next" within 30 minutes, the session will expire and the user will have to log back in. When this occurs, responses on the current page will be lost, however, responses on any other pages that were entered or modified during the session will still be saved.

Reviewing responses:

12. Once the survey has been completed in its entirety, the respondent can click on "Return to Summary" where you may glance over your responses and make any changes. This can be done by clicking on the "Modify Page ##."

Submitting the survey:

13. Once satisfied by the answers, the respondent must click on the "Submit" button.
14. The respondent can modify particular pages at any time until the close of the online ASPI.



Section 1 - Labour Market Research and Analysis

Definition

- A **labour market research report** is any study or report that produces sector-specific labour market information. Examples may include:
 - sector studies
 - situational analysis
 - skill shortage outlooks
 - labour market trends
 - occupational supply-demand studies
 - salary/compensation surveys

1.1 During the reference period, were labour market research reports that were developed by your council available for use by the sector?

- Include: reports developed by, or with the assistance of, your council.
 YES NO ► If "NO", skip to question 1.6

1.2 During the reference period, how many new labour market research reports were released by your council?

- Include: reports completed by, or with the assistance of, your council.
 _____ (numeric field only) ► If "0", skip to question 1.4

1.3 Please provide a maximum of 3 examples of new labour market research reports mentioned above, including:

- a. Title of the report (freeform text)
- b. Brief description of the report (freeform text)

1.4 During the reference period, how many existing labour market research reports that were developed by your council available for use by the sector?

- An existing report is one that is still available for use by the sector but was released prior to the reference period.
- Include: reports completed by, or with the assistance of, your council.
 _____ (numeric field only) ► If "0", skip to question 1.6

1.5 Please provide a maximum of 3 examples of existing labour market research reports mentioned above, including:

- a. Title of the report (freeform text)
- b. Brief description of the report (freeform text)

1.6 Comments and Additional Information: Please use the following space to provide additional clarifications on the information requested in this section. (freeform text, maximum characters)



Section 2 - Sector Human Resource Strategy

Definition

- A **strategic plan** is any document that plays a role in the direction of council activities. Examples may include:
 - action plan
 - business plan
 - communications strategy
 - marketing plan
 - outreach plan

2.1 During the reference period, did your council use a strategic plan?

YES NO ► If "NO", skip to question 2.7

2.2 During the reference period, how many new strategic plans were completed by your Council?

_____ (numeric field only) ► If "0", skip to question 2.4

2.3 Please provide a maximum of 3 examples of these new strategy plans mentioned above, including:

- a) Title of the plan
- b) Brief description of the plan (freeform text)

2.4 During the reference period, how many existing strategic plans were used by your council?

- An existing plan is one still being used by the council but was completed prior to the reference period.

_____ (numeric field only) ► If "0", skip to question 2.6

2.5 Please provide a maximum of 3 examples of existing strategy plans mentioned above, including:

- a) Title of the plan
- b) Brief description of the plan (freeform text)

2.6 Please provide a maximum of 3 examples of how your council's current projects or activities meet the goals outlined in your new or existing strategic plans. (freeform text)

2.7 Comments and Additional Information: Please use the following space to provide additional clarifications on the information requested in this section. (freeform text, maximum characters)



Section 3 – Council Stakeholders

Definition

- A **stakeholder** is any group that is directly involved in the projects or activities of the council. Examples of activities may include:
 - accords
 - bilateral agreements
 - board of directors
 - collaborative projects
 - consultations
 - information sharing
 - memoranda of understanding
 - policy development
 - project committees
 - working groups

3.1 During the reference period, how many of the following sector groups were stakeholders?

- a) **Employers** _____ (numeric field only)
- b) **Employer associations** _____ (numeric field only)
- c) **Labour unions** _____ (numeric field only)
 - Note: Only the highest level of the labour union should be counted, e.g. the Canadian Auto Workers = 1 union.
- d) **Other sector stakeholders** _____ (numeric field only)
 - Other sector stakeholders are groups that are usually involved in the affairs of the sector that have not already been mentioned.

3.2 Please provide a maximum of 3 examples of sector stakeholders mentioned above, including:

- a) Name of the sector group
- b) Brief description of the activity or activities (freeform text)

3.3 During the reference period, how many of the following government entities were stakeholders?

- a) **HRSDC programs** (Exclude: SCP) _____ (numeric field only)
- b) **Other Federal government departments or agencies** _____ (numeric field only)
- c) **Provincial or Territorial government departments or agencies** _____ (numeric field only)
- d) **Municipal government departments or agencies** _____ (numeric field only)
- e) **International government departments or agencies** _____ (numeric field only)

3.4 Please provide a maximum of 3 examples of government stakeholders mentioned above, including:

- a) Name of the department or agency



b) Brief description of the activity or activities (freeform text)

3.5 During the reference period, how many learning organizations were stakeholders?

- A learning organization is an institution that provides training for employers or to employees. Examples may include: the Association of Canadian Community Colleges (ACCC), universities, colleges, CÉGÉPs, school boards, ministries of education or private sector training institutions.

_____ (numeric field only) ► If "0", skip to question 3.7

3.6 Please provide a maximum of 3 examples of learning organization stakeholders mentioned above, including:

- a) Name of the learning organization
- b) Brief description of the activity or activities (freeform text)

3.7 During the reference period, how many non-governmental organizations (NGOs) were stakeholders?

- NGOs are groups with mutual interests and objectives that are non-profit and independent of government. Examples may include: sector councils, rural development societies, cooperatives, social and religious organizations, foundations or environmental organizations. Exclude: NGOs already captured under sector stakeholders.

a) **National sector councils** _____ (numeric field only)

b) **Provincial sector councils** _____ (numeric field only)

- A provincial sector council is the provincial counterpart of the national network or other provincial groups that have a similar function as the sector Councils. Examples may include: Comités Sectoriels in Quebec, the Manitoba Sector Training Network.

c) **Other NGOs** _____ (numeric field only)

► If "0" to all, skip to question 3.9

3.8 Please provide a maximum of 3 examples of NGO stakeholders mentioned above, including:

- a) Name of the NGO
- b) Brief description of the activity or activities (freeform text)

3.9 During the reference period, how many other groups were stakeholders?

- Other groups are all other stakeholders that have not been previously captured in this section.

_____ (numeric field only) ► If "0", skip to question 3.11

3.10 Please provide a maximum of 3 examples of other group stakeholders mentioned above, including:

- a) Name of the other group
- b) Brief description of the activity or activities (freeform text)



3.11 Comments and Additional Information: Please use the following space to provide additional clarifications on the information requested in this section.

_____ (numbered list, freeform text)



Section 4 – Leveraging of investments from stakeholders

Definitions

- An **investment** is support received from sources other than the SCP towards projects or activities undertaken by the council. Examples of activities may include:
 - new project
 - on-going projects
 - completed projects
 - career focus projects
 - selling of products
 - non-project related activities
- A **cash investment** is monetary in nature. Examples may include:
 - financial support toward projects
 - registration, subscription or membership fees
 - grants towards non-project activities
- An **in-kind investment** is the dollar value of non-monetary contributions. Note: The daily in-kind contribution rate is \$400 per person. Examples may include:
 - value of time of focus group, project committee or board or director participants
 - speakers or outside consultants that provided service free of charge
 - free use of equipment, facilities or goods
 - expenses incurred by members of the board or directors or project committees while working with the council
 - sponsorship funds

4.1 During the reference period, did the council receive cash investments?

YES NO ► If "NO", skip to question 4.4

4.2 During the reference period, what was the dollar value of cash investments received from the following stakeholders:

- a) Sector _____ (numeric field only)
- b) Federal government (Exclude: SCP) _____ (numeric field only)
- c) Provincial/Territorial governments _____ (numeric field only)
- d) Other governments _____ (numeric field only)
- e) Learning organizations _____ (numeric field only)
- f) NGOs _____ (numeric field only)
- g) Other groups _____ (numeric field only)

4.3 Please provide a maximum of 3 examples of cash investments mentioned above, including:

- a) Name of the stakeholder
- b) Brief description of the activity or activities
- c) Dollar amount of cash investment(s) (freeform text)

4.4 During the reference period, did the council receive in-kind investments?

YES NO ► If "NO", skip to question 4.7



4.5 During the reference period, what was the dollar value of in-kind investments received from the following stakeholders:

- a) **Sector** _____ (numeric field only)
- b) **Federal government** (Exclude: SCP) _____ (numeric field only)
- c) **Provincial/Territorial governments** _____ (numeric field only)
- d) **Other governments** _____ (numeric field only)
- e) **Learning organizations** _____ (numeric field only)
- f) **NGOs** _____ (numeric field only)
- g) **Other groups** _____ (numeric field only)

4.6 Please provide a maximum of 3 examples of in-kind investments mentioned above, including:

- a) Name of the stakeholder
- b) Brief description of the activity or activities
- c) Dollar amount of cash investment(s) (freeform text)

4.7 Comments and Additional Information: Please use the following space to provide additional clarifications on the information requested in this section.
(freeform text, maximum characters)



Section 5 - HR Skills Development and Services – Occupational Standards and Related Activities

Definition

- An **occupational standard** is a set of specific job-related skills and knowledge required to perform competently in the workplace. Examples may include:
 - competency skills
 - competency standards
 - essential skills
 - occupational skills
 - occupational standards
 - skills profiles
 - skills sets
 - other job-related skills

5.1 During the reference period, were occupational standards that were developed or upgraded by your council available for use by the sector?

- Include: standards developed or upgraded by, or with the assistance of, your council.

YES NO ► If "NO", skip to question 5.6

5.2 During the reference period, how many new or upgraded occupational standards were completed by your council?

- An upgraded occupational standard can be based on original standards developed by, or with the assistance of, the council or based on standards developed by other sources.
- Include: standards completed by, or with the assistance of, your council.

_____ (numeric field only) ► If "0", skip to question 5.4

5.3 Please provide a maximum of 3 examples of new or upgraded occupational standards mentioned above, including:

- a) Name of the standard
- b) Brief description of the standard (freeform text)

5.4 During the reference period, how many existing occupation standards that were developed or upgraded by your council available for use by the sector?

- An existing occupational standard is one still available for use by the sector but was completed prior to the reference period.
- Include: standards developed or upgraded by, or with the assistance of, your council.
- Exclude: standards upgraded during the reference period.

_____ (numeric field only) ► If "0", skip to question 5.6

5.5 Please provide a maximum of 3 examples of existing occupational standards mentioned above, including:

- a) Name of the standard
- b) Brief description of the standard (freeform text)



5.6 Comments and Additional Information: Please use the following space to provide additional clarifications on the information requested on occupational standards. (freeform text, maximum characters)

Definition

- **Certification** is a formal system by which employees are tested and evaluated to ensure that they meet the occupational standards associated with the sector.

5.7 During the reference period, was your council involved in certification activities?

YES NO ► If "NO", skip to question 5.10

5.8 Please provide a maximum of 3 examples of the occupational standards certified during the reference period. (freeform text)

5.9 During the reference period, approximately how many employees were certified based on the certification system(s) developed by your council?

- Include: systems developed by, or with the assistance of, your council.
 _____ (numeric field) Unknown at this time (check box)

5.10 Prior the reference period, approximately how many employees were certified based on the certification system(s) developed by your council?

- Include: systems developed by, or with the assistance of, your council.
 _____ (numeric field) Unknown at this time (check box)

5.11 Comments and Additional Information: Please use the following space to provide additional clarifications on the information requested on certification activities. (freeform text, maximum characters)

Definition

- **Accreditation** is a formal method by which specific programs of study are certified that they meet the occupational standards associated with your sector.

5.12 During the reference period, was your council involved in accreditation activities?

YES NO ► If "NO", skip to question 5.14

5.13 During the reference period, how many programs of study were accredited based on the accreditation system(s) developed by your council?

- Include: systems developed by, or with the assistance of, your council.
 _____ (numeric field) Unknown at this time (check box)

5.14 Please provide a maximum of 3 examples of the programs of study certified mentioned above, including:

- a) Name of the program of study (freeform text)
- b) Name of the learning organization that offers the program of study



5.15 *Prior the reference period*, approximately how many programs of study were accredited based on the accreditation system(s) developed by your council?

- Include: systems developed by, or with the assistance of, your council.
_____ (numeric field) Unknown at this time (check box)

5.16 Comments and Additional Information: Please use the following space to provide additional clarifications on the information requested on accreditation activities. (freeform text, maximum characters)



Section 6 - HR Skills Development and Services – Career Development Programs

Definition

- A **career development program** is one that is designed to help employers with the potential recruitment of new employees. Examples may include:
 - career focus
 - bridge to work
 - internships
 - job shadowing
 - mentoring
 - apprenticeship
 - work placements
 - coaching

6.1 During the reference period, were career development programs that were developed by your council available for use by the sector?

- Include: programs developed by, or with the assistance of, your council.
 YES NO ► If "NO", skip to question 6.8

6.2 During the reference period, how many new career development programs were established by your council?

- Include: programs established by, or with the assistance of, your council.
 _____ (numeric field only) ► If "0", skip to question 6.4

6.3 Please provide a maximum of 3 examples of new career development programs mentioned above, including:

- a) Name of the program
- b) Brief description of the program (freeform text)

6.4 During the reference period, how many existing career development programs developed by your council were available for use by the sector?

- An existing program is one still available for use by the sector but was established prior to the reference period.
- Include: programs developed by, or with the assistance of, your council.
 _____ (numeric field only) ► If "0", skip to question 6.6

6.5 Please provide a maximum of 3 examples of existing career development programs mentioned above, including:

- a) Name of the program
- b) Brief description of the program (freeform text)

6.6 During the reference period, approximately how many participants were enrolled in new and existing career development programs developed by your council?

- Include: programs developed by, or with the assistance of, your council.
 ____ (numeric field) Unknown at this time ____ (check box)



6.7 During the reference period, approximately how many employers were using new and existing career development programs developed by your council?

- Include: programs developed by, or with the assistance of, your council.
_____ (numeric field) Unknown at this time _____ (check box)

6.8 Comments and Additional Information: Please use the following space to provide additional clarifications on the information requested in this section. (freeform text, maximum characters)



Section 7 - HR Skills Development and Services – Learning Programs

Definitions

- A **learning program** is a one that is designed to help participants meet occupational standards- or increase their job-related skills. Learning programs can be delivered by web-based or internet-based technologies or more traditional methods. Examples may include:
 - professional development activities
 - workshops
 - seminars
 - lectures
 - curriculum
 - e-learning

7.1 During the reference period, were learning programs that were developed by your council available for use by the sector?

- Include: programs developed by, or with the assistance of, your council.
 YES NO ► If "NO", skip to question 7.8

7.2 During the reference period, where were your learning programs *primarily* delivered?

- a) at a learning organization
- b) at a workplace
- c) at a learning organization and at the workplace
- d) at another location

7.3 During the reference period, how many new learning programs were completed by your council?

- Include: programs completed by, or with the assistance of, your council.
 _____ (numeric field only) ► If "0", skip to question 7.5

7.4 Please provide a maximum of 3 examples of new learning programs mentioned above, including:

- a) Name of the program
- b) Brief description of the program
- c) Name(s) of the learning organization or workplace delivering the program
 (freeform text)

7.5 During the reference period, how many existing learning programs developed by your council were available for use?

- An existing program is one still available but the program was completed prior to the reference period.
- Include: programs developed by, or with the assistance of, your council.
 _____ (numeric field only) ► If "0", skip to question 7.7

7.6 Please provide a maximum of 3 examples of existing learning programs mentioned above, including:



- a) Name of the program
- b) Brief description of the program
- c) Name(s) of the learning organization or workplace delivering the program
(freeform text)

7.7 During the reference period, how many participants were there in new and existing learning programs developed by your council?

- Include: programs developed by, or with the assistance of, your council.
_____ (numeric field only) Unknown at this time _____ (check box)

7.8 Comments and Additional Information: Please use the following space to provide additional clarifications on the information requested in this section.
(freeform text, maximum characters)



Section 8 - HR Skills Development and Services – Tools

Definition

- A **training tool** is a product that supports or enhances the training abilities of the sector. Tools can be paper-based or electronic. Examples may include:
 - manuals
 - guides
 - CD ROMs
 - videos
 - gaps analyses
 - best practices
- Exclude: online learning programs

8.1 During the reference period, were training tools that were developed by your council available for use by the sector?

- Include: tools developed by, or with the assistance of, your council.
 YES NO ► If "NO", skip to question 8.7

8.2 During the reference period, how many new training tools were completed by your council?

- Include: tools completed by, or with the assistance of, your council.
 _____ (numeric field only) ► If "0", skip to question 8.4

8.3 Please provide a maximum of 3 examples of new training tools mentioned above, including:

- a) Name of the tool
- b) Brief description of the tool (freeform text)

8.4 During the reference period, how many existing training tools developed by your council were available for use by the sector?

- An existing tool is one still available for use by the sector but was completed prior to the reference period.
- Include: tools developed by, or with the assistance of, your council.
 _____ (numeric field only) ► If "0", skip to question 8.6

8.5 Please provide a maximum of 3 examples of existing training tools mentioned above, including:

- a) Name of the tool
- b) Brief description of the tool (freeform text)

8.6 During the reference period, how many new and existing training tools developed by your council were requested by stakeholders?

- Include: tools developed by, or with the assistance of, your council.
 _____ (numeric field only) Unknown at this time (checkbox)

8.7 Comments and Additional Information: Please use the following space to provide additional clarifications on the information requested in this section. (freeform text, maximum characters)



Definition

- A **human resources (HR) management tool** is a product or service that supports or enhances the ability of an employer to manage their organization in one or more of the following areas: HR policy, staffing or performance management. HR management tools can be paper-based or electronic. Examples may include:
 - job descriptions
 - job profiles
 - recruitment or staffing best practices
 - orientation checklists for new employees
 - return on training investment analyses
 - awards programs
 - turnover calculators
- Exclude: online learning programs and training tools.

8.8 During the reference period, were HR management tools that were developed by your council available for use by the sector?

- Include: tools developed by, or with the assistance of, your council.
 YES NO ► If "NO", skip to question 8.14

8.9 During the reference period, how many new HR management tools were completed by your council?

- Include: tools completed by, or with the assistance of, your council.
 _____ (numeric field only) ► If "0", skip to question 8.11

8.10 Please provide a maximum of 3 examples of new HR management tools mentioned above, including:

- a) Name of the tool
- b) Brief description of the tool (freeform text)

8.11 During the reference period, how many existing HR management tools developed by your council were available for use by the sector?

- An existing tool is one still available for use by the sector but was completed prior to the reference period.
- Include: tools developed by, or with the assistance of, your council.
 _____ (numeric field only) ► If "0", skip to question 8.13

8.12 Please provide a maximum of 3 examples of existing HR management tools mentioned above, including:

- a) Name of the tool
- b) Brief description of the tool (freeform text)

8.13 During the reference period, how many new and existing HR management tools developed by your council were requested by stakeholders?

- Include: tools developed by, or with the assistance of, your council.
 _____ (numeric field only) Unknown at this time (check box)



8.14 Comments and Additional Information: Please use the following space to provide additional clarifications on the information requested in this section.
(freeform text, maximum characters)



Section 9 – Sector Coordination and Outreach

Definition

- A **marketing and communications activity** is designed to effectively increase stakeholders' awareness of the existence of a council and/or the availability of the council's products and services. Activities may include:
 - organizing sector-specific events
 - speaking engagements: interviews, keynote speeches, roundtables, etc
 - electronic or paper-based advertising in all forms of media
 - publishing articles in industry publications
 - demonstrations of sector council products
 - rebranding of sector council image: name change, presentations, website, etc
 - sector council updates: newsletters, announcements, press releases, etc
 - product launch campaigns

9.1 During the reference period, did your council have a marketing and communication plan?

- A marketing and communication plan is a formal strategy that is designed to effectively increase stakeholders' awareness of the existence of a council and/or the availability of the council's products and services.

YES NO

9.2 Please provide a maximum of 3 examples of the marketing and communication activities carried out by the council during the reference period. (freeform text)

9.3 During the reference period, approximately how much money did the council invest in marketing and communication activities?

- exclude: staff costs associated in these activities.

_____ (numeric field only)

9.4 During the reference period, approximately what were the staff costs associated with marketing and communication activities carried out by the council?

_____ (numeric field only)

9.5 During the reference period, did your marketing and communication activities target specific audiences?

- audiences may include: SMEs, Aboriginals, learning organizations, employees or adult workers, etc. YES NO ► If "NO", skip to question 9.7

9.6 Please provide a maximum of 3 examples of the audiences targeted by the marketing and communication activities during the reference period. (freeform text)

9.7 During the reference period, did your council measure the effectiveness of the marketing and communication activities?



- measurements may include: running surveys, focus groups or key stakeholder interviews, tracking website hits and downloads, etc.

YES NO ► If "NO", skip to question 9.9

9.8 Please provide a maximum of 3 examples of how the council measured the effectiveness of the marketing and communication activities during the reference period. (freeform text)

9.9 Comments and Additional Information: Please use the following space to provide additional clarifications on the information requested in this section.

_____ (freeform text, maximum characters)



Section 10 - Performance Measurement

Definition

- The ***Results-based Management and Accountability Framework (RMAF)*** is intended to serve as a blueprint for managers to help them focus on measuring and reporting on outcomes throughout the lifecycle of the council. The main elements of an RMAF include a:
 - **results-based logic model**
 - **performance measurement strategy**
 - **adequate reporting regime**

10.1 During the reference period, did your council have a RMAF in place?

YES NO ► If "NO", skip to question 10.12

10.2 During the reference period, how many performance indicators were identified in the RMAF? _____ (numeric field only)

10.3 Please provide a maximum of 3 examples of the performance indicators outlined in your RMAF mentioned above. (freeform text)

10.4 During the reference period, did your council update its RMAF?

YES NO ► If "NO", skip to question 10.6

10.5 Please provide a maximum of 3 examples of the updates made to the RMAF during the reference period. (freeform text)

10.6 Does your council plan to update its RMAF during the 2009-2010 fiscal year?

YES NO ► If "NO", skip to question 10.8

10.7 Please provide a maximum of 3 examples of the RMAF updates planned during 2009-2010. _____ (freeform text)

10.8 During the reference period, did your council regularly collect information relating to its RMAF? YES NO ► If "NO", skip to question 10.12

10.9 Please provide a maximum of 3 examples the type of RMAF-related information collected during the reference period. _____ (freeform text)

10.10 During the reference period, did your council use the information collected to report back on performance indicators outlined in its RMAF?

YES NO ► If "NO", skip to question 10.12

10.11 Please provide a maximum of 3 examples how the information collected was used to report back on its RMAF performance indicators. _____
(freeform text)



10.12 Comments and Additional Information: Please use the following space to provide additional clarifications on the information requested in this section.

_____ (freeform text, maximum characters)



Section 11 – General Comments & Other Information

11.1 General Comments: Please use the following space to provide any additional comments or clarifications questions or the survey as a whole. Your comments will be used to help improve the ASPI survey and questionnaire.

_____ (freeform text)

11.2 Please provide the name(s) and title(s) of the person(s) completing the survey:

_____ (freeform text)

11.3 Please provide the name and phone number of the main contact for the survey at your Council:

_____ (freeform text)

END OF QUESTIONNAIRE. Thank you for your participation.

