



**GOVERNMENT'S LETTER OF EXPECTATIONS**

**BETWEEN**

**THE MINISTER OF ADVANCED EDUCATION**

**(AS REPRESENTATIVE OF THE GOVERNMENT OF BRITISH COLUMBIA)**

**AND**

**THE CHAIR OF THE PRIVATE CAREER TRAINING INSTITUTIONS AGENCY**

**(AS REPRESENTATIVE OF THE AGENCY)**

**FOR 2014/15**

**PURPOSE**

This *Letter of Expectations* (the Letter) provides Government's annual direction to the Crown corporation and is an agreement on the parties' respective accountabilities, roles, and responsibilities. The Letter confirms the Agency's mandate and priority actions, articulates the key performance expectations as documented in the Government's Expectations Manual for British Columbia Crown Agencies<sup>1</sup>, and forms the basis for the development of the Agency's Service Plan and Annual Service Plan Report. The Letter does not create any legal or binding obligations on the parties. It is intended to create an opportunity for dialogue between the parties and to support an

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<sup>1</sup> The Province of British Columbia's Crown Agency Accountability System (<http://www.gov.bc.ca/caro/publications/index.html>) establishes guiding principles for the governance of Crown corporations. The *Government's Expectations For British Columbia Crown Agencies* provides for a Government's Letter of Expectations (Letter) to be developed.

open, positive and co-operative working relationship, resulting in the achievement of government's policy and performance expectations in a transparent and accountable manner.

## **CORPORATION ACCOUNTABILITIES - MANDATE**

Government has provided the following mandate direction to the Private Career Training Institutions Agency (PCTIA) under the *Private Career Training Institutions Act*:

- to establish basic education standards for registered institutions and to provide consumer protection to the students and prospective students of registered institutions;
- to establish standards of quality that must be met by accredited institutions; and
- to carry out, in the public interest, its powers, duties and functions under the Act.

For those Crown corporations that are commercial entities, they are expected to earn positive returns for their shareholders, the people of British Columbia.

## **SPECIFIC AGENCY ACCOUNTABILITIES**

To achieve this mandate, the Agency is directed to take the following specific actions:

- PCTIA will undertake a comprehensive engagement strategy to determine the impact of the 2012 bylaw revisions (including cost-savings, other outcomes resulting from administrative streamlining or intended quality improvements). By June 27, 2014, PCTIA will use the findings to further inform the PCTIA Continuous Improvement Plan.

PCTIA will develop a Communication Plan to enhance external relations with students, institutional stakeholders, the public and the Ministry of Advanced Education, as follows:

- Phase One (commencing Summer 2014): Identify areas where communication can be improved through formal consultations with stakeholders;
  - Phase Two (commencing April 2015): Draft a Communication Plan; and
  - Phase Three (by April 30, 2016): Implement the Communication Plan.
- PCTIA will develop a financial stability plan, to be available to the Ministry by August 29, 2014, and work with the Ministry as appropriate to implement it. The plan will address the following matters:

- (a) Financial Health: In alignment with the work of the Revenue Task Force, the plan will review all financial aspects of PCTIA, including its revenue generating operations, cost projections and financial performance metrics/measures.
- (b) Risk Mitigation: The plan will also assess current and future risks to the continuing health of the agency including the Student Training Completion Fund and means of mitigating such risks.
- PCTIA will meet quarterly with Government/Ministry staff to provide progress reports on the actions above and discuss PCTIA specific goals and performance measures.

#### **GENERAL CORPORATION ACCOUNTABILITIES**

Over the past decades, British Columbians have come to expect high quality products and services delivered by their Crown corporations. The Province is well served by our Crown corporations and it is up to the Boards and Senior Management teams of these organizations to manage in the best interests of the Province and our citizens and conduct its affairs with the principles of integrity, efficiency, effectiveness, and customer service.

As a Crown corporation, it is critical that the operations of the entity be done as efficiently as possible, in order to ensure families are provided with services at the lowest cost possible.

Government sets broad policy direction to ensure the Agency's operation and performance is consistent with the Government's Strategic Plan, found at: [http://www.bcbudget.gov.bc.ca/2013\\_June\\_Update/stplan/2013\\_June\\_Strategic\\_Plan.pdf](http://www.bcbudget.gov.bc.ca/2013_June_Update/stplan/2013_June_Strategic_Plan.pdf)

and as such, the Agency will:

- Ensure that the Agency's priorities reflect Government's priorities of:

##### **Strong Economy**

A government that supports our economy by controlling spending to balance the budget, keeping taxes and government debt affordable and protecting B.C.'s hard-earned triple-A credit rating.

##### **Jobs**

A government that is focused on job creation and investment in the province.

##### **Families**

A government that works continuously to improve social programs that support families of every description, and improve the lives of British Columbians.

- Comply with Crown Agency Accountability System guidelines, policy, due dates and best practices, as set out from time to time and as applicable to the Corporation, found at: <http://www.gov.bc.ca/caro/publications/index.html> including the Information and Events Calendar for commercial and service delivery Crown corporations, Government's Expectations Manual for British Columbia Crown Agencies and the Best Practices Guideline & Disclosure Requirements for Governing Boards of British Columbia Sector Organizations.
- Comply with all legislation and policies applicable to the Corporation including but not limited to:
  - The executive compensation policies for Crown corporations. Found at: [http://www.fin.gov.bc.ca/psec/disclosedocs/crown\\_corporation\\_executive\\_compensation\\_july\\_2012.pdf](http://www.fin.gov.bc.ca/psec/disclosedocs/crown_corporation_executive_compensation_july_2012.pdf).
  - Ensure Government is advised in advance of the release of any information requests by the Corporation under the *Freedom of Information and Protection of Privacy Act*; and
  - Government's requirements to be carbon neutral under the *Greenhouse Gas Reduction Targets Act*.
- Follow the spirit and intent of the financial policy requirements in the Ministry of Finance Core Policy and Procedures Manual found at: <http://www.fin.gov.bc.ca/ocg/fmb/manuals/CPM/CPMtoc.htm>
- Participate in government's Core and Crown reviews, which may include the review of Crown mandates, and implement the recommendations of these reviews.
- Ensure that any planned deficit spending or use of the retained earnings is approved in advance by Treasury Board.
- Inform Government immediately if the Corporation is unable to meet the performance and financial targets identified in its Service Plan.

## **GOVERNMENT RESPONSIBILITIES**

Specific to the Agency, Government will:

- Provide advice and feedback, as requested, on the Agency's engagement strategy to determine the impact of the 2012 bylaw revisions.
- Discuss with the Agency progress and direction of the communication plan, throughout the three phases of the plan.

- Clarify, as required, requirements of the financial stability plan.

During the term of this Letter, Government may provide further policy direction to the Ministry of Advanced Education who will communicate any such direction, including implementation expectations, to PCTIA as decisions are made.

#### **AREAS OF SHARED ACCOUNTABILITY**

Government and the Corporation are committed to transparency and accountability to the public and have planning, reporting and disclosure requirements in the *Budget Transparency and Accountability Act*, the *Financial Administration Act*, and/or the *Financial Information Act*.

On a quarterly basis, the Minister Responsible, Amrik Virk, the Deputy Minister, Sandra Carroll, the Board Chair, David Wells, and the Chief Executive Officer, Karin Kirkpatrick, will meet to discuss relevant and current corporation business. The meeting will be to review the achievement of the goals, objectives, performance measures, financial targets and risk assessments identified in the Agency's Service Plan.

The parties agree that each will advise the other in a timely manner of any issues that may materially affect the business of the Agency and/or the interests of Government, including information on any risks to achieving financial forecasts and performance targets.

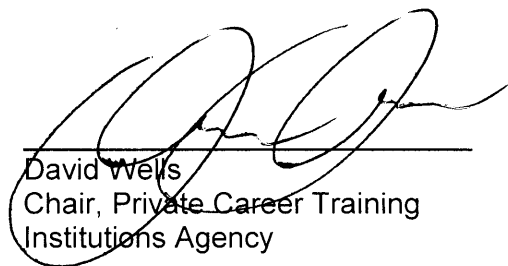
The Agency and the Crown Agencies Resource Office will post the most recent signed copy of the GLE on their respective websites.

**REVIEW AND REVISION OF THIS LETTER**

The Minister of Advanced Education is accountable for undertaking reviews of this Letter and monitoring its implementation. Government and the Corporation may agree to amend this Letter on a more frequent than annual basis.



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Honourable Amrik Virk  
Minister of Advanced Education



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David Wells  
Chair, Private Career Training  
Institutions Agency

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December 16, 2013  
Date

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Jan 9/14  
Date

cc: Honourable Christy Clark  
Premier

Mr. John Dyble  
Deputy Minister to the Premier and Cabinet Secretary

Mr. Peter Milburn  
Deputy Minister and Secretary to Treasury Board  
Ministry of Finance

Ms. Cheryl Wenezeki-Yolland  
Associate Deputy Minister  
Ministry of Finance

Ms. Sandra Carroll  
Deputy Minister  
Ministry of Advanced Education

Ms. Karin Kirkpatrick  
Registrar and Chief Executive Officer  
Private Career Training Institutions Agency