

SATCC 2017-22 STRATEGIC PLAN (2018-19 Update)

- Vital Sign Performance Measures:**
- Key outcomes that must be monitored closely to watch for changes in trends to indicate a healthy SATCC.
1. Total trades qualifiers and apprentices
 2. Real Completion Rate
 3. Certificates issues in occupations (when/if Legislation is amended)
 4. Total employers
 5. Under-represented groups (combine all)
 6. Maximize efficiencies
 7. Employee engagement (or could be a critical standard)



1. Satisfy Industry Demand for a Skilled and Certified Workforce in Saskatchewan

2. Deliver High Quality Services Relevant to Industry/Stakeholders

3. Equip Staff with the Training and Tools to Provide Outstanding Service

4. Manage Financial Resources Efficiently and Effectively

- Critical Standards Performance Measures:**
- Key outcomes that must stay in a consistent range over time to indicate a healthy SATCC.
1. Technical training fill ratio
 2. Partnerships with all institutions that could train apprentices
 3. Trade Board meetings
 4. Red Seal pass rate
 5. Employer and Apprentice satisfaction with technical training
 6. Ratio compliance (Brown leans to this instead of Vital Sign)
 7. Share of registered apprentices in technical training
 8. Revenue expense ratio

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GOALS (WHAT WILL WE ACCOMPLISH?)	OBJECTIVES (WHERE?)	STRATEGIES (HOW?)	ACTIONS (WHAT?)	BSC MEASURE (DETERMINE SUCCESS?)
<p>1. SATISFY INDUSTRY DEMAND FOR A SKILLED AND CERTIFIED WORKFORCE IN SASKATCHEWAN</p> <p>[“STAKEHOLDERS” INCLUDE EMPLOYERS, APPRENTICES, JOURNEYPERSONS AND TRADESPERSONS]</p>	<p>Involve more Employers, Tradespeople and Apprentices in the apprenticeship and certification system</p> <p>Meet the needs of industry and stakeholders</p>	<p>Be responsive to industry demand by offering technical training and services where apprentices live and work</p> <p>Keep training up to date with new technology and techniques</p>	<p>Examine how tradespeople might be better prepared for management (a broader need of employers, an opportunity for SATCC)</p>	<p>New Apprentice Registrations</p> <p>Total Apprentices</p> <p>Total Trade Qualifiers</p> <p>Technical Training Seats</p>
			<p>Enhance alternate training options for upgrading and apprenticeship courses in more trades and occupations</p> <p>Change management: overcoming resistance to alternate delivery methods for technical training</p>	<p>Alternate delivery options available</p> <p>Blue Seal Certifications</p>
		<p>Actively engage industry through Trade Board, consultations, harmonization consultations and maintain regular contact with industry associations and other industry partners</p>	<p>Employer consultations</p> <p>Trade Board meetings</p>	
		<p>Add the ability to designate and certify occupations - to endorse qualified workers in diverse occupations [may also expand brand to include both “trades” and “occupations”]</p> <p>Add the ability to designate trades for certification only - no apprenticeship program would be maintained or required for this option.</p>	<p>Continued certification of existing trades</p> <p>Work with Ministry of Immigration and Career Training (ICT) to pursue legislative/regulatory changes to allow for certification of occupations</p>	<p>JP Certificates Issued</p> <p>Red Seal Exam Pass Rate</p> <p>Real Completion Rate (RCR)</p> <p>Certificates issued in Occupations</p>

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			Recognition/awareness: include in Communications and Awareness Plan (and funding of this) Changes needed: <ul style="list-style-type: none"> • legislation (clarify current scope/constraints and opportunities) • biases (how things have been done) and a mindset change both to adding occupations and certification-only (scope / paradigm shift) (internal, occupational regulators, public opinion) • tracking system 	
	Brand & Reputation Improved Stakeholder and Apprentice Communications, Awareness and Engagement, and Employer Participation Support Increased Engagement of Under-Represented Groups in the Skilled Trades	Improved and expanded communications strategies to: Increase awareness of different options, including Certification-only option (in non-compulsory trades) Increase awareness for employers, tradespeople and prospective apprentices of benefits of hiring/apprenticing under-represented groups	Stakeholders' needs assessment – Stakeholder Communications Plan Increase student awareness of skilled trades via SYA and other communications channels for students (high school considering career in trades) Develop annual communications strategy targeting employers, youth and under-represented groups	Total Employers Indigenous Apprentices Female Apprentices Female Apprentices in PMT Visible Minorities Apprentices Persons w/ Disabilities Apprentices

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DELIVER HIGH QUALITY SERVICES RELEVANT TO INDUSTRY/STAKEHOLDERS	Maximum Efficiencies Highly Rated Customer Service – to Employers, Tradespeople and Apprentices Successful Regulatory function of SATCC	Improve innovation and quality of service Modernize IT system to enhance internal operational systems and add client self-service Demonstrate compliance with SATCC Act and Regulations	Begin implementation plan of AMS in 2018-19 with project completion planned for 2019-20	TBD
			Measure and evaluate efficiencies with modern IT system in 2020-2021 and beyond	Employer Satisfaction w/ Training Apprentice Satisfaction w/ Training Trades Harmonized
			Update Process Mapping in 2020-21	
			Continuous improvement of tracking process to enhance issue resolution, compliance and enforcement capacity	SATCC Response Time to Industry Ratio Compliance

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3. EQUIP STAFF WITH THE TRAINING AND TOOLS TO PROVIDE OUTSTANDING SERVICE	Create organizational capacity	Enhance the organization’s service culture Streamline functions to increase higher value functions, and reduce inefficiencies in processes for staff	Use change management techniques to support employee awareness, desire, knowledge, ability and reinforcement of organizational change. Increasing staff efficiency by modernizing IT system Implement a Human Resources Plan (including a succession plan) All new staff required to take “Service Best” customer service training (excluding terms of 6 months or less)	Employer Satisfaction w/ SATCC services Apprentice Satisfaction w/ SATCC services
	Foster Employee Engagement	Facilitate a culture of appreciation	Each staff member understanding their impact on the organization’s success Acknowledge staff accomplishments	Employee Engagement

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4. MANAGE FINANCIAL RESOURCES EFFICIENTLY AND EFFECTIVELY	Adequate Financial Resources	Sustainable Government Funding	Developing annual business plan to secure GRF grant to fund a sufficient number of training seats	Share of Registered Apprentices in Technical Training
		Client Fee Revenue	Expanded training options and occupations to generate additional revenues Change Tuition as Cost Per Training Day (CPTD) changes Review Administrative Fees on an annual basis	Share of Non-Government Revenue
		Private sponsorship	Explore avenues for private sponsorships consistent with corporate and government values	Sponsorship Revenue
			Minimize increases in training costs (not due to volume of training seats) through training protocol agreements, competitive bids/tendering, etc.	
			Minimize increases in administrative costs	Administrative Cost Change
			Minimize waste on training costs by maximizing seats filled	Technical Training Fill Ratio

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Appendix

Key to the SATCC Strategic Plan

The Strategic Planning Wheel[©]



 Brown Governance

Strategic Planning Definitions

Values: What holds us all together? How will we conduct ourselves?

Vision: Where are we headed?

Mission: Why do we exist?

Goals: What will we accomplish?

Objectives: What will we see along the way?

Strategies: How will we approach and accomplish our vision, mission, goals, objectives and milestones?

Actions: What will we do to achieve our strategies?

Measure: How will we know we have succeeded? What are the quantifiable measures of our success?

Target: What are the quantifiable targets we are reaching for?

Status/Results: Where are we currently relative to our plan: the strategies, actions and initiatives that will lead us to the accomplishment of our objectives, goals, mission and vision?