

# Business Plan

## 2019-20



## SATCC VISION, MANDATE, VALUES AND GOALS



## SATCC OVERVIEW

*The Apprenticeship and Trade Certification Act, 1999* (the Act) and Regulations provide the Saskatchewan Apprenticeship and Trade Certification Commission (SATCC) with the mandate to manage the apprenticeship and trade certification system in Saskatchewan. The Act gives the SATCC the authority to make regulations to ensure the efficient and effective operation of the apprenticeship system to meet the needs of industry and sets out the SATCC's accountability to government and industry.

The SATCC has an industry-led governance structure that allows revenue-generating authority to ensure that programs, services and training are timely and effective. Saskatchewan industry nominates twelve of the twenty SATCC Board members – six employer representatives and six employee representatives. The Board also includes representation from the Government of Saskatchewan, training providers as well as under-represented and equity groups. The Board

Chair and Vice-Chair are elected annually by the SATCC Board members. The SATCC reports to the Saskatchewan Legislature through a Minister Responsible for the SATCC. The Commission Board of Directors approved the 2017-22 Strategic Plan to identify those strategies of highest priority, viewed from the perspective of a five-year planning horizon.

## **OPERATIONAL CONTEXT**

The apprenticeship training model is demand-driven by employers and industry. Apprentices are not trained for jobs that might be available; apprentices must already be employed in their trade. Additionally, the majority of each apprentice's training is at work. Approximately 85 per cent of training for an apprentice is on-the-job with their employer while remainder of an apprentice's training is provided through technical training.



Apprenticeship is a key part of Saskatchewan's labour market development and is essential for economic growth. Apprentices and journeypersons are integral to many sectors of Saskatchewan's economy – residential, commercial and institutional construction and maintenance, tourism, mining, agricultural, automotive and the oil and gas industries. In addition to supplying skilled labour, certified journeypersons also become entrepreneurs and leaders in these industries.

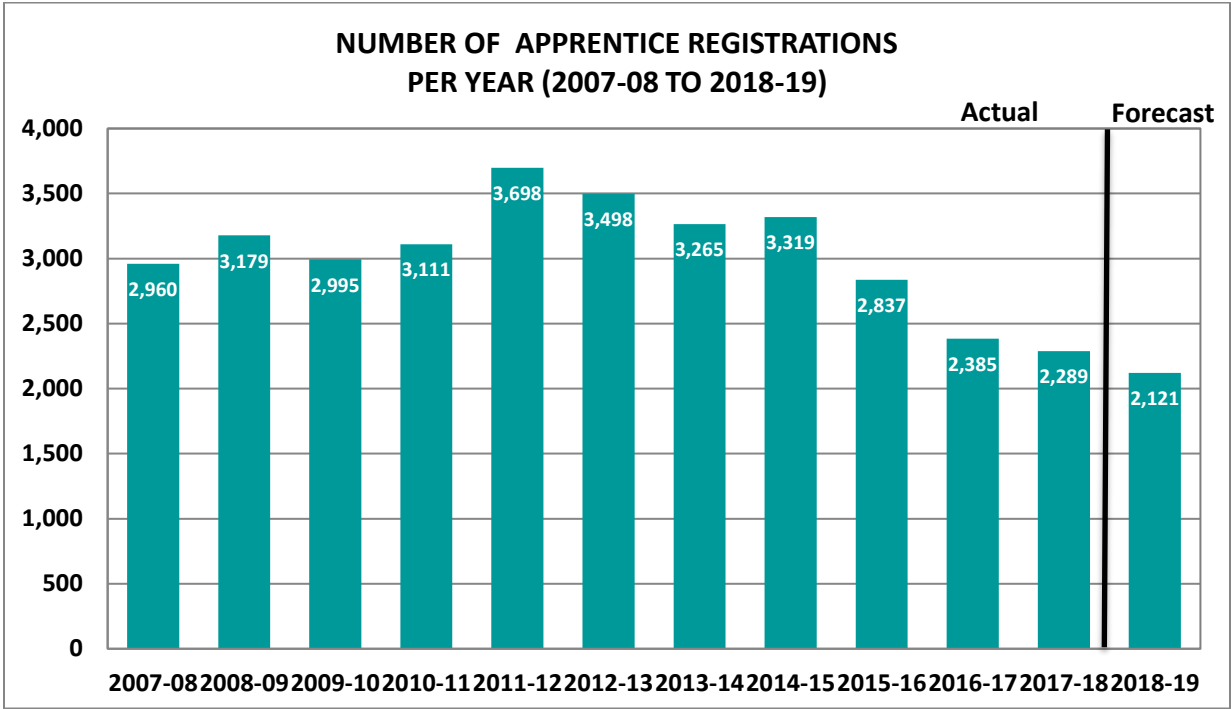
Saskatchewan's demand for skilled tradespeople remains strong despite the current challenges in the provincial economy and labour market. The majority of Saskatchewan's apprentices are employed in the construction sector. The demand in this sector is forecast to remain stable over a number of years into the future. Maintaining efforts to attract new entrants during periods of slow growth poses challenges, but, failing to do so could potentially result in a loss of training capacity and create skills gaps within the labour force.

BuildForce Canada projects that 20.0 per cent of the Saskatchewan labour force in construction will retire by 2028. Over the next decade an estimated 9,500 new entrants will be available almost exclusively from the local population to replace approximately 9,400 retiring workers. A portion of the new entrants to the construction industry will require apprenticeship and certification.

The SATCC will work to meet the demand for skilled labour by industry in Saskatchewan as noted above. The SATCC will also continue to adapt to effectively meet the needs of future growth for skilled labour in the province.

## APPRENTICESHIP DEMAND TRENDS

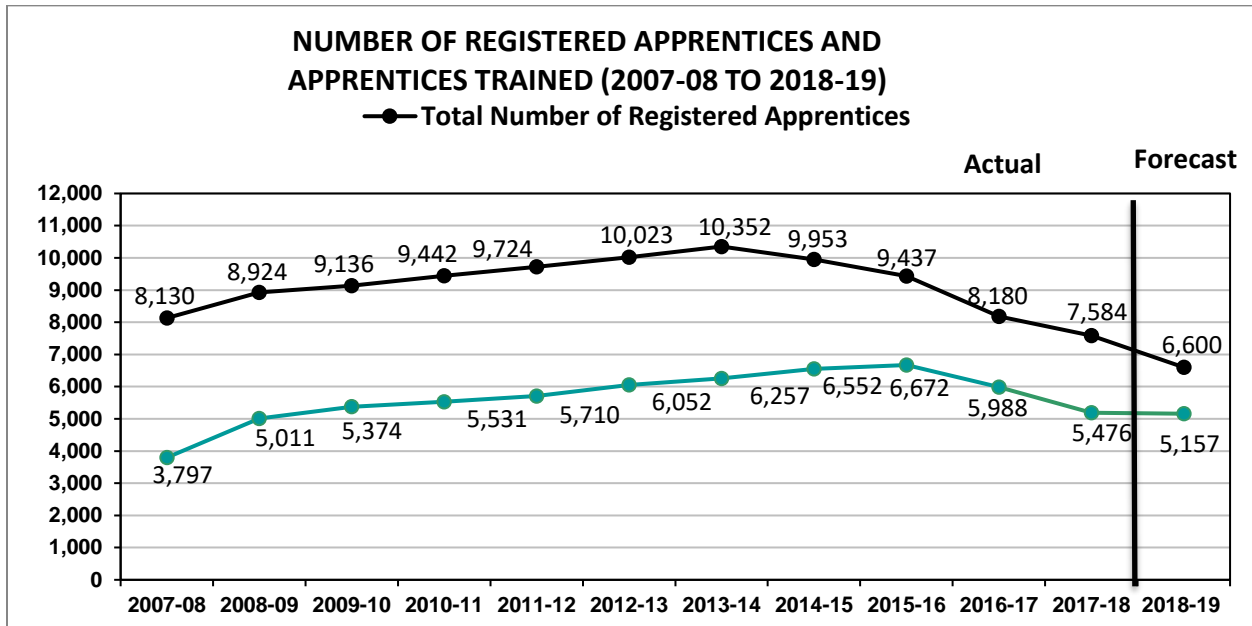
The SATCC has consistently managed the changes in demand for apprentice training seats and courses. The chart below shows that new apprentice registrations peaked in 2011-12 and declined from this peak to pre-2007-08 levels.<sup>1</sup>



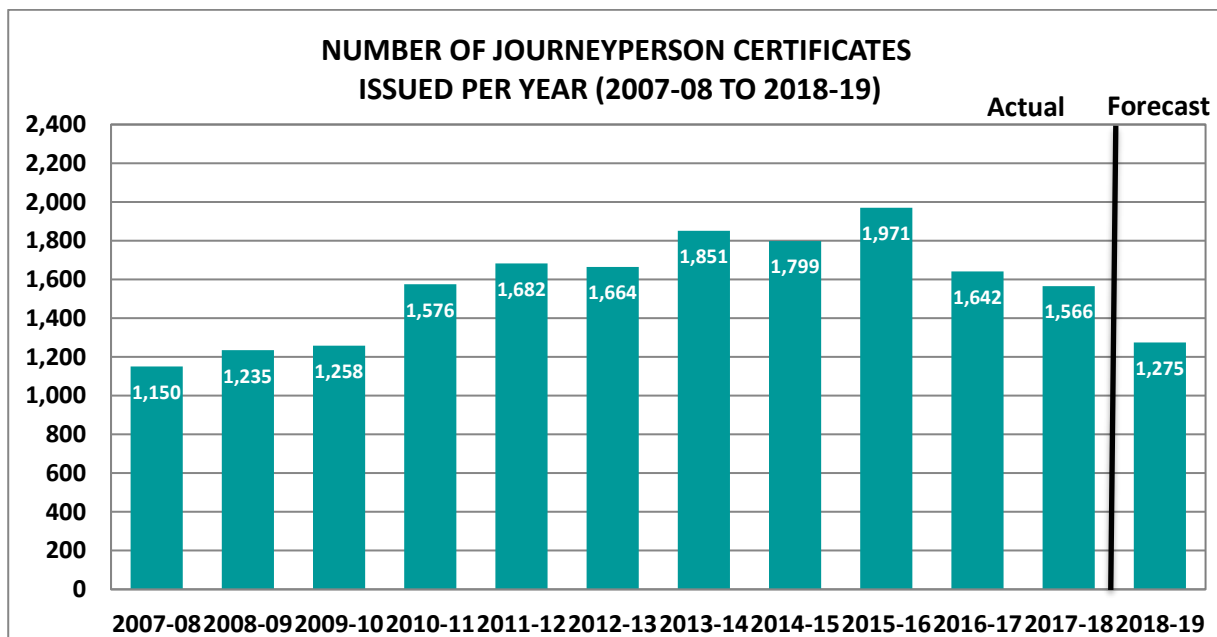
Apprentices progress through the training system by completing the required number of workplace hours as well as successfully completing the levels of required technical training. This means the increased demand for training seats tends to follow increases in apprenticeship numbers by one to two years. Similarly, at times when the economy slows, training seat demand typically continues to rise or stay steady for one to two years before declining. This occurred in 2014-15 and 2015-16. Starting in 2016-17, the demand for training seats has decreased but remains higher than in the past.

<sup>1</sup> The peak number of new registrations was reached in 2011-12. The average annual growth rate from 2008-09 to 2012-13 was 3.4 percent. The average growth rate for the period of 2011-12 to 2018-19 was -7.6 percent.

For example, the number of apprentices attending technical training rose from 3,797 apprentices in 2007-08 to 5,157 apprentices forecasted for 2018-19, an increase of 26.4 per cent. This was facilitated by increased funding for training seats, internal SATCC process improvements and continued strong partnerships with technical training providers.



The number of journeyman certifications forecast to be achieved (1,135) is approximately the same as in 2007-08 (1,150). However, this does not reflect the large increase, and then decline, in certifications that occurred in this period. Certifications peaked in 2015-16 at 1,971, which is over 70 per cent (71.4%) higher than in 2007-08. The rise and fall in certifications is due to changes in provincial economic growth.



## ***RISK ANALYSIS***

The following section is a consolidation of the major risks identified by Board, Management and SATCC stakeholders prior to undertaking strategic planning. The major risks were identified as a risk which, if it occurs, would have a severe consequence or a risk that has a high likelihood of occurring and should be mitigated through the business plan.

### **Economy & Labour Market Risks**

Both the economy and the labour market have an impact on the apprenticeship system even though both are outside of the control of the SATCC. Therefore, these risks need to be identified, accepted and strategies put in place to mitigate and optimize any effects.

Participation in the provincial apprenticeship system moves with the province's economic cycle. Following a decade of significant growth, the number of registered apprentices peaked at approximately 10,400 apprentices in 2013-14. Since 2013-14, the demand for apprenticeship has declined as employment in key industries (e.g. construction) has decreased.

The SATCC has continued to experience softening demand in new apprentice registrations and technical training seats although management believes the provincial apprenticeship system is entering a new 'steady state' level. Specifically, the provincial economy and labour market are anticipated to stabilize and return to modest growth over the medium-term.

For example, the Ministry of Finance's 2019-20 Budget forecasts Saskatchewan's economy to have real Gross Domestic Product (GDP) growth of 1.2 per cent in 2019 (with nominal GDP growth of 2.0%). The pace of growth is expected to increase in 2020 to 2.4 per cent and 3.7 per cent, respectively, in real and nominal GDP growth.<sup>2</sup>

This modest increase in economic growth is reflected in Finance's forecast for employment growth as well. Total employment is forecast to increase by 3,500 jobs in 2019 increasing to 4,300 jobs in 2020. Modest growth in total provincial employment implies relatively stable demand in the near term for apprenticeship and trade certification in Saskatchewan. The SATCC is forecasting the total number of new registrations for apprenticeships to remain at approximately 1,600 in 2019-20. However, the SATCC is projecting the total number apprentices in the system to decline to approximately 6,700 in 2019-20 as the most of the last apprentices from the peak period several years ago are expected to certify and exit the system.

In the non-compulsory trades, 'trades qualifiers' (i.e. tradespeople with 1.5x hours of an apprentice) can challenge the journeyperson certification exam without being an apprentice. The number of trade qualifiers in the system expected to be relatively stable at approximately 1,000 in 2019-20. Management will continue to actively monitor changes in demand for apprenticeship and trades qualifiers to adjust the supply of technical training and certification exams accordingly.

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<sup>2</sup> Saskatchewan Finance, 2019-20 Budget: The Right Balance, p.33

## **Reputational Risk**

In 2018-19, the SATCC led an investigation into a program compromise in the Construction Electrician program. A number of potential risks to program integrity were raised during the investigation such as:

- Increased monitoring to ensure training providers meet the SATCC's standards for content development/re-development;
- The requirement for continuous monitoring of training providers to ensure their adherence to SATCC/Red Seal policies;
- Emphasis on the regulatory compliance work done with employers, particularly those in the compulsory trades, to ensure that various elements are within regulations and policy (e.g. on the job training standards, scope of practice, ratio compliance, validating workers with employers, etc.);
- Enhanced scrutiny of the SATCC's internal controls to ensure its own processes are being completed correctly (e.g. auditing new applications, trade time assessment and employer data forms to verify the accuracy of the information and that work is being completed correctly); and
- The potential for employees to commit financial fraud and/or theft to the organization.

Breaches of any or all of the issues listed above could cause reputational harm to the SATCC. The Government of Saskatchewan, industry and the public could lose confidence in the integrity of the skilled trades training system and the SATCC's ability to effectively manage the system to provide qualified, skilled labour to the provincial labour market.

The SATCC has made some adjustments since learning of the program compromise. All certification exam sittings are videotaped. Senior staff are randomly auditing certification exam sittings to ensure invigilators are following established procedures and protocols. An external investigator has been retained to investigate any future allegations of misconduct.

Beyond the above, management is developing a fulsome Program Integrity Strategy to mitigate the program compromise risks. Some proposed components of the strategy include:

- Creating a Program Integrity Unit to ensure training providers follow established exam procedures and protocols;
- Transitioning from paper exams to online exams with enhanced security; and
- Hiring an internal auditor to ensure SATCC staff members are performing their work efficiently and effectively while also identifying any potential risks of employee misconduct.

The 2019-20 Business Plan includes additional resources to support portions of the strategy although elements remain to be determined (e.g. online exam delivery). The SATCC will continue to work on fleshing out the strategy fully in 2019-20.

## **Employer Risks**

Employers that register apprentices demonstrate a commitment to train and certify to national industry standards. The SATCC's challenge and opportunity is to engage employers, no matter the size of their operation or location, to participate in the apprenticeship system. In the short-term, the demand for apprentice services and/or workers seeking apprenticeship may drop if the number of employers supporting apprenticeship declines. Employers may be able to fulfill their demand for skilled labour given the limited job growth forecasted.

The apprenticeship system faces two main long-term risks from employers. In the long run, employer participation in the apprenticeship system may decline if employers can meet their demand for skilled labour outside the apprenticeship and trade certification system. Specifically, employers may have private training systems that can potentially meet their demand for skilled workers. In most trades, employers see the private training as complementary to the apprenticeship training provided by the SATCC. However, it is a risk that a number of employers could alter this view, which could significantly reduce demand for the apprenticeship system. The SATCC must ensure that its training providers provide quality training that continues to be valued by employers of skilled tradespeople.

Additionally, the SATCC's Commission Board of Directors has also established volume targets within Saskatchewan's apprenticeship system for a variety of equity groups. The SATCC depends on employers to hire apprentices from these equity groups in order to meet these targets and can only influence employers to do so. Employer resistance to hiring apprentices from equity groups represents a risk to the SATCC to achieving these targets.

## **Information Technology Risk**

The Board, stakeholders and management all identified the continued use of obsolete technology as a major risk to SATCC. The SATCC currently uses the Government of Saskatchewan's One Client Service Model (OCSM) as its database for all apprentice and employer information. OCSM does not have client-facing capability and is reliant upon manual data entry by staff. Through surveys, a majority of apprentices and employers have indicated a strong preference for having the ability to provide/access information online or through smartphones.

The SATCC is partnering with the apprenticeship agencies from the Atlantic Workforce Partnership (AWP) and Manitoba to develop the Apprenticeship Management System (AMS) with a private-sector vendor consortium. However, the core system development has been delayed by approximately 18 months due to the project's complexity.

The delay in the core system development will delay the implementation in Saskatchewan until early 2021. While remaining cost effective, the project delays are anticipated to increase the total cost of the AMS beyond what was originally budgeted.

The implementation of the AMS in Saskatchewan also represents a risk to the SATCC. The introduction of a new system will increase stakeholder expectations of improved access and service. However, the AMS' functionality may not meet the all stakeholder expectations leading



to dissatisfaction with the system. Management has developed a change management plan, in conjunction with its system implementation plan, to identify and address stakeholder issues. In 2019-20, management will work to improve its processes to internal controls to ensure program and financial integrity are maintained.

### **Financial Risk**

The demand for apprenticeship has decreased over the past few years. This has caused two negative revenue pressures for the SATCC. First, tuition and administrative fees have declined as industry demand, for both new apprentices and technical training, have declined. Second, the Government of Saskatchewan's General Revenue Fund (GRF) grant has been reduced as result of the decrease in the number of technical training seats.

The SATCC has managed its declining revenue base in a variety of ways. Tuition and administrative fee rates have been increased to offset the decline in own-source revenues due to the drop in volumes. Management has also undertaken efficiency initiatives to limit increases in the organization's administrative expenses or non-training expenditures. The SATCC has also financed its deficits through its accumulated surplus.

The SATCC is budgeting an accumulated surplus of \$4.471M at the end of 2019-20. However, financial risk still remains for the organization. The large majority of the accumulated surplus is accounted for within restricted funds for the AMS, the Aboriginal Apprenticeship Initiative (AAI) program, etc. The SATCC is projected to have \$710K in its Unrestricted Surplus – Excess Over Minimum at the end of 2019-20. This means the organization has limited financial flexibility to handle future funding pressures.

Additionally, the SATCC faces two funding pressures in the medium-term. The development of the Apprenticeship Management System (AMS) by the vendor consortium has been delayed significantly. This is expected to push back the implementation of the AMS in SK over two years (e.g. implementation was originally expected in fall 2019; implementation is now expected in winter/spring of 2022). The delay is estimated to increase the implementation costs from \$2.55M to approximately \$5.0M (i.e. an increase of approximately \$2.4M). Management is developing a mitigation strategy to limit the cost increases but it is certain the costs will increase.

The SATCC completed an investigation into a compromise in the Construction Electrician in 2018-19. Management has begun crafting a program integrity strategy to address this issue. The 2019-20 Business Plan has included additional resources to support the strategy. Many elements of the strategy, and the required resourcing, remain to be developed (e.g. administrative costs related to online exam delivery). The SATCC does not currently have the funding available for these potential additional resources.

In short, the SATCC has impending financial pressures that cannot be fully absorbed within its current financial situation. The SATCC will continue to work with its funding partners to inform them of its financial risks. Specifically, management will work with the Ministry of Immigration and Career Training (ICT) to address its long-term funding stability for the organization.

# ***STRATEGIES, GOALS, OPERATIONAL INITIATIVES AND PERFORMANCE MEASURES***

The four goals identified in the SATCC's 2017-22 Strategic Plan are:

1. Satisfy Industry Demand for a Skilled and Certified Workforce;
2. Deliver High Quality Services Relevant to Industry/Stakeholders;
3. Equip Staff with the Training and Tools to Provide Outstanding Service; and
4. Manage Financial Resources Efficiently and Effectively.

The Plan can be found at the following link: <https://saskapprenticeship.ca/resources/plans-research-reports/strategic-plan/>

The Plan articulates the objectives, strategies, actions that will support achievement of the four goals and:

- Guide direction of the SATCC over the next five years; and
- Establish in the annual business plan how financial and human resources will be deployed.

In order to measure progress, 30 measures were developed by management and the Board and included in the Balanced Scorecard (BSC). These measures are the same as in the 2018-19 BSC, with the exception of the Blue Seal measure. This is deleted from the 2019-20 BSC.

The targets for each performance measure were arrived at through a combination of methodologies and trend analysis of the latest information impacting SATCC. The proposed balanced scorecard is made up of two components:

- A set of proposed performance measures. These are listed in a Balanced Scorecard summary table over the next two pages; and
- A reference table which highlights each measure, the description and purpose, methodology and target explanation for the 2019-20 target as well as a forecast for two further years. Please see Appendix A for this table.

What follows is a description of the strategies and actions the SATCC will undertake, in 2019-20. The overall progress made towards meeting them will be reported through regular reporting at each Board of Directors' meeting throughout the year and in the 2019-20 Annual Report.

## **Goal 1: Satisfy Industry Demand for a Skilled and Certified Workforce**

**Meet the needs of industry and stakeholders while increasing participation in the apprenticeship and trade certification system in Saskatchewan, including people from under-represented groups.**

### **1.1 Be Responsive to Industry Demand**

Management creates an annual training schedule that it monitors closely throughout the training year. Adjustments to the training schedule are made in-year according to increases/decreases in demand for training. This is done to ensure the effective use of public funding while remaining responsive to industry demand for apprenticeship training. This practice will continue in 2019-20.

### **1.2 Quality Training and Certification**

The provincial apprenticeship system requires current, relevant technical training and valid certification testing. The SATCC continues to actively engage industry through Trade Boards, maintaining regular contact with industry associations and other industry partner and harmonization consultations. This active engagement strives to ensure content and training techniques are up to date.

A Program Integrity Strategy will be developed in 2019-20. The purpose of this strategy is to proactively ensure training, both on the job and technical (in school), is relevant, up to date while being responsive to industry needs.

The SATCC also continues to seek out innovative, alternative technical training options for apprentices. The goal is to make technical training as effective and accessible as possible. These alternative training options are not meant to replace traditional training, but to be complementary to them. The SATCC wants to provide its apprentices with as much choice as possible when it comes to technical training.

There are currently 17 trades where alternate training is offered. The SATCC established a new measure in 2018-19 to measure the percentage share of total training seats that are offered in an alternative format. In 2019-20, management will target 10 per cent of total technical training seats offered in an alternative format.

The SATCC will also be participating in a five-year, multi-jurisdictional 'virtual learning' pilot project to provide online support and resources to apprentices who demonstrate challenges to success. The Virtual Learning Strategist pilot is led by New Brunswick (NB) with Nova Scotia, PEI, Saskatchewan and Yukon also participating. NB Learning Strategists will provide targeted

informal assessments to identify individual needs and implement interventions to directly address these needs.

The SATCC will identify apprentices who require support and refer them to a NB Learning Strategist to access the baseline tools/resources. The NB Learning Strategist will collaborate with the SATCC to make necessary recommendations for referrals and designing a customized learning plan for the identified apprentices to help them achieve success.

### **1.3 Certifying Designated Occupations and Trades**

A designated occupation has standards for training and certification but does not necessarily require a certificate or participation in a training program for individuals to work in and learn the occupation. This differs from a designated trade, which is an occupation that has an apprenticeship program and either compulsory or optional certifications.

Recent changes to *The Apprenticeship and Trade Certification Act, 1999* expands the SATCC's ability to certify in both trades, occupations and also allows for the ability to designate trades for certification only. This expands the SATCC's ability to certify a trained and skilled workforce and presents a significant marketing opportunity to further promote skilled trades and occupations. In 2019-20, management will develop regulations and implement operational processes and procedures for certification in occupations and in trades designated for certification only.

### **1.4 Emphasize Tradesperson Certification**

While the SATCC explores the expansion for certification only options for tradespeople, the SATCC will continue to certify tradespeople in the current non-compulsory designated trades. Tradespeople—skilled trade workers who are not apprentices or journeypersons— can potentially challenge the journeyperson exam as trade qualifiers if they have the necessary on-the-job experience. Generally, this route does not require tradespeople to apprentice or complete any regular technical training.

The SATCC added a new measure to its Balanced Scorecard in 2018-19 to monitor its efforts in this area. The SATCC currently has 1,200 trades qualifiers active in the system. This is more than double the target of 575 for 2018-19. The 2019-20 Balanced Scorecard has a target of 1,250 trades qualifiers. In 2019-20, management will continue the increased promotional efforts to increase the awareness of the trades qualifier option and attract more tradespeople to the system through that option (please see 1.5 below).

## **1.5 Promote the Apprenticeship/Trade Certification System**

An overarching stakeholder communications strategy, updated annually, will be undertaken to form a revised communications plan to refine the organization's activities to promote the apprenticeship and trade certification system. The communications strategy will engage employers to promote the benefits of hiring and training apprentices including under-represented groups. This strategy will also include work to enhance its communications activities to promote the certification route for tradespeople in non-compulsory trades and for tradespersons to certify in designated trades and occupations.

The SATCC will continue outreach through the Saskatchewan Youth Apprenticeship (SYA) program, the Aboriginal Apprenticeship Initiatives (AAI) program and other communications channels such as 'middle year' school presentations. All of these activities are aimed at increasing awareness of skilled trades for students and prospective apprentices.

In 2018-19, with support from funding from Employment and Social Development Canada (ESDC), the SATCC undertook a pilot program to enhance its outreach to under-represented groups, in particular, female and indigenous students, through its SYA program. The pilot program has had a positive impact. Total enrolment in the program has increased by more than 30 per cent between June 2018 and May 2019. Participation by female students has increased by approximately 20 per cent while Indigenous student participation has increased approximately 15 per cent during the same period.

The pilot included a conference of approximately 150 Saskatchewan educators in May 2019. The focus of the conference was to increase awareness of the SYA program, the benefits for students and the benefits of entering the skilled trades. The pilot will conclude in October 2019. Management will review the success and effectiveness of the pilot program. Work towards developing permanent improvements to the SYA program from that review in future years will be done in 2019-20.

## Goal 2: Deliver High Quality Services Relevant to Industry/Stakeholders

**Provide highly rated client services by maximizing efficiency and effectively delivering regulatory compliance.**

### **2.1 Improve Innovation and Service**

The SATCC will continue to add upgrading for both apprentices and tradespeople, with a focus on high volume trades and compulsory trades, such as sheet metal worker. In 2019-20, the SATCC will continue to lead and contribute to the pan-Canadian effort to harmonize the Red Seal trades. The trades that will be harmonized effective September 2019 are:

- Insulator (Heat and Frost);
- Machinist;
- Refrigeration and Air Conditioning Mechanic;
- Rig Technician; and
- Tool and Die Maker (not designated in Saskatchewan)

There are also five trades that are scheduled to be harmonized by September 2020. Industry consultations will occur in 2019-20 to facilitate this process. These trades are:

- Cook;
- Hairstylist;
- Motor Vehicle Body Repairer (Metal and Paint);
- Automotive Painter (subtrade); and
- Powerline Technician

## **2.2 Modernize IT System**

The continued use of obsolete technology and current database system was identified as a major risk to SATCC and its ability to deliver high quality services. Management completed a business case in 2016-17 to get funding to be able to join the Apprenticeship Management System (AMS) partnership. The SATCC's business case received endorsement from the Information Management Advisory Council (IMAC) and the Deputy Minister Information Technology Governance Committee (DMITGC) in spring 2017.

Provincial funding was approved in early 2018. The Ministry of Immigration and Career Training (ICT) provided \$2.5M in 2018-19. The SATCC has also received a \$1.266M funding commitment from Employment and Social Development Canada (ESDC). Approximately \$680K will be provided by ESDC in 2018-19 with the remainder to flow in 2019-20.

The SATCC joined the AMS as an 'observer' province in 2018-19. The development of the core system by the partner provinces and the vendor continued in 2018-19. This work was planned in seven 'releases' or phases. In 2018-19, the vendor and partner provinces completed work to the end of Release 6 and started work on Release 7.

However, some of the requirements from the first six releases were delayed due to the complexity of the system. These were pushed into the seventh and final release. Due to this, and the unanticipated complexity of building the system, the completion of the development of the core system has been delayed.

The core system of AMS is now planned to be completed by Q3 2019-20. User acceptance testing (UAT) by the provinces is now slated to be completed by Q4 2019-20. Provincial implementations of the AMS, beginning with Nova Scotia, will start after core system UAT is completed. Saskatchewan, as the last province to join the project, will be the final province to implement AMS after Manitoba. The provincial implementation in Saskatchewan is currently slated for Q1/Q2 2021-22 rather than Q1/Q2 2019-20 as originally planned.

In 2018-19, the SATCC developed its provincial implementation and change management plans for the AMS. Management has begun this work but has modified its original plans to accommodate for the delay. Work will continue on both of these plans in 2019-20 to prepare for the implementation in 2021-22.

### **2.3 Regulatory Role**

Recent changes to *The Apprenticeship and Trade Certification Act, 1999* require the development of regulations, processes and procedures for SATCC to issue stop work orders on work sites where specific regulations are not being followed. This work will be completed in 2019-20.

SATCC will continue to develop ways to standardize and improve inspections processes and response to industry regulatory issues. During the previous three years, work was completed to enhance data collection and tracking systems both to improve processes and to be able to measure the SATCC's timeliness to respond to industry issues and regulatory compliance. It should be noted the SATCC also focuses on monitoring and identifying potential for improvement in other areas of regulatory responsibility such as:

- Designation and de-designation of trades;
- Appointment of trade boards and board members;
- Administration of contracts of apprenticeship;
- Curriculum and examination development;
- Eligibility standards and assessment; and
- Issuing of credentials.



## Goal 3: Equip Staff with the Training and Tools to Provide Outstanding Service

**Create organizational capacity to deliver high quality client services while fostering employee engagement.**

### **3.1 Enhance the SATCC Service Culture**

Management will continue to build upon its current initiatives to increase communication with staff to enhance each staff members' understanding of their impact/role on the organization's success. Following a significant investment to train existing staff, all new staff are required to attend "Service Best" customer service training to ensure they have the tools to deliver high quality service. In 2019-20, the SATCC is also adding a 'respect in the workplace' online training module for all employees, which will be mandatory for all employees.

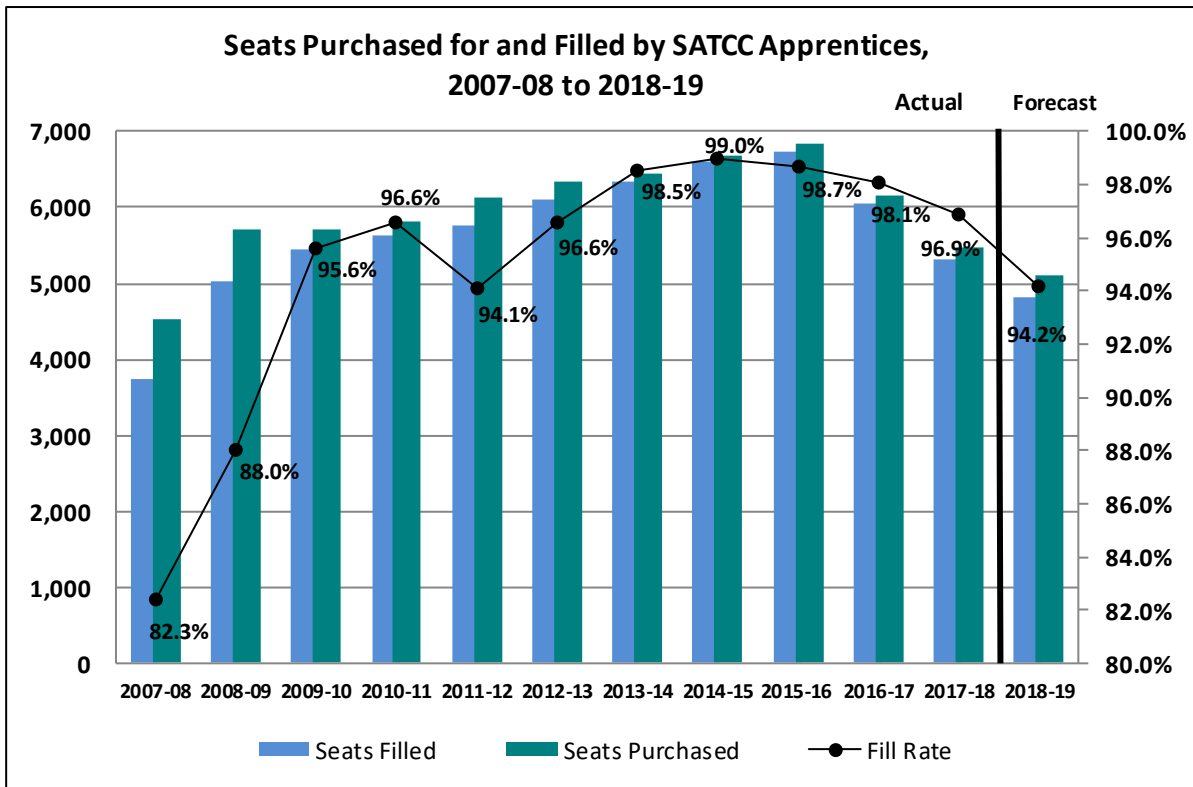
Multiple communication methods are used to deliver information regarding the strategic and business plan, including the balanced scorecard. Communication vehicles include stand up meetings, employee newsletters and staff meetings.

All these activities are designed to emphasize the strategic importance of delivering high quality service to the SATCC's clients and other stakeholders. The purpose is to give staff the tools to achieve the organization's goal in this area.

There will also be a continued emphasis on a safe work culture employing strategies such as workplace safety audits and employee communications to enhance employee awareness of safety and safe behavior.

### 3.2 Enhance Employee Efficiency

Management emphasizes continuous improvement which has resulted in strong performance in critical areas of the organization. For example, the 'fill rate' for technical training seats has increased from 82.3 per cent in 2007-08 to a peak of 99.0 per cent in 2014-15. The target for this measure has been decreased to 95 per cent to support the advancement and certification of apprentices. The fill rate remains high as it is forecasted to be slightly below target (94.2%) in 2018-19.



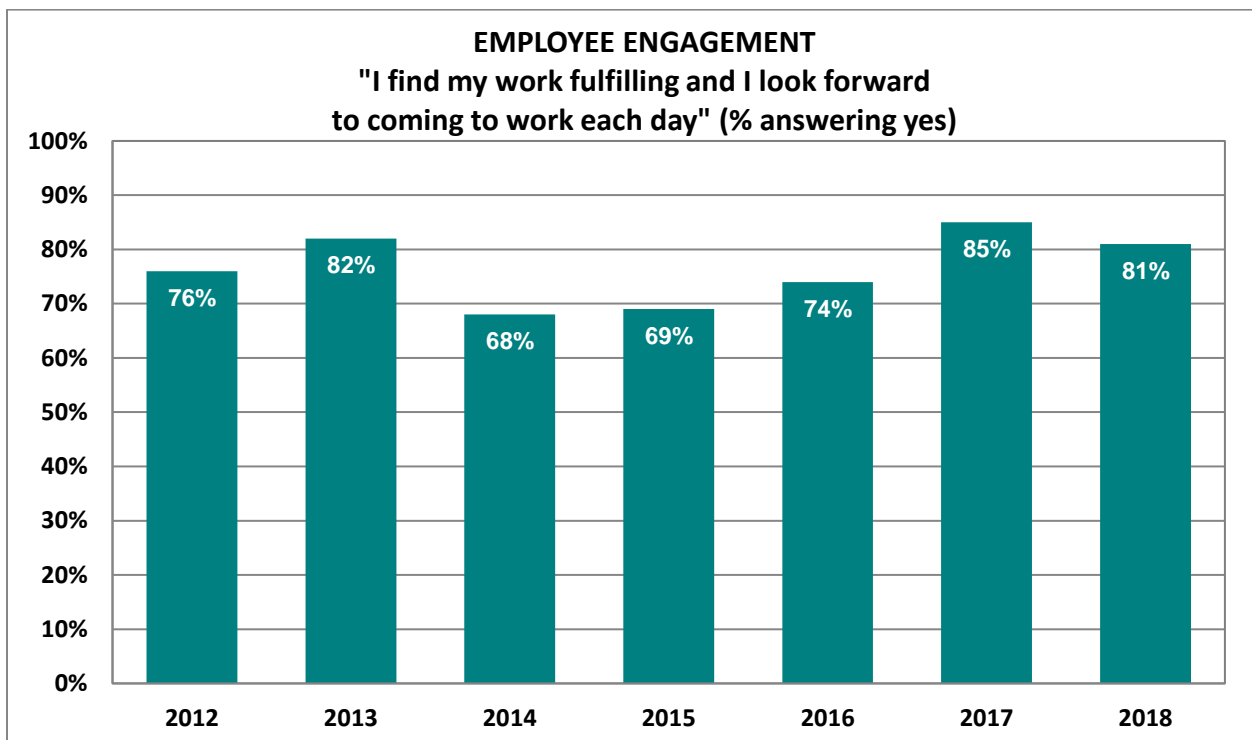
Management will continue to ensure the organization operates in an efficient and effective manner given its current constraints. Specifically, the SATCC's current information management system (OCSM) requires substantial manual data entry/verification work by staff. Further improvements in employee efficiency are anticipated when the Apprenticeship Management System (AMS) system is fully implemented in 2021-22.

### 3.3 Foster a Culture of Appreciation

Management uses a variety of tools to acknowledge staff contributions to organizational success. Recognition of a job well done by staff is done at monthly staff meetings, within employee newsletters and on an individual one-on-one basis.

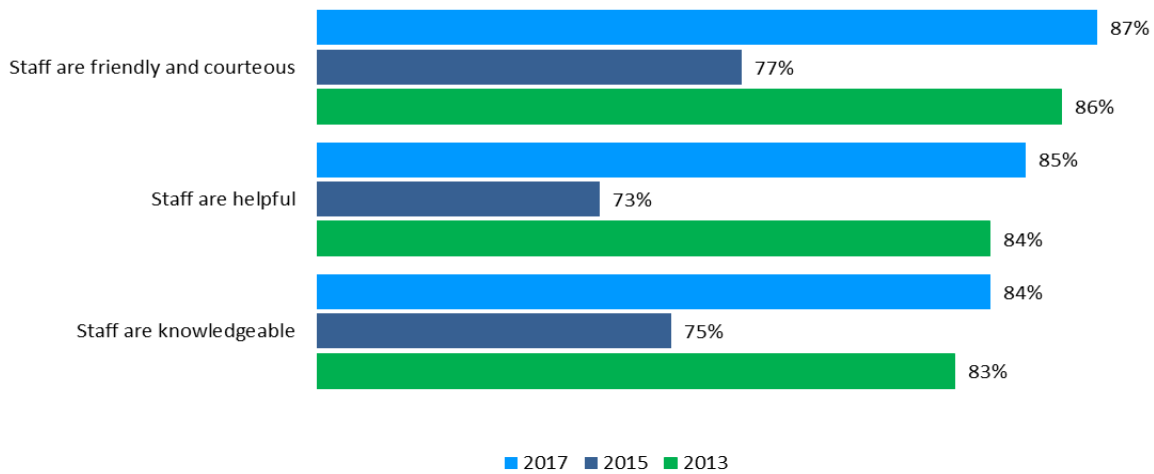
Management also emphasizes employee engagement through its employee engagement committee. This committee has a senior management employee champion and is supported by staff social committees. The purpose of these groups is to enhance employee participation by utilizing employee feedback on the culture and activities within the organization. Further, promotion of employee learning and development opportunities will continue to be supported through the annual Planning for Success document which each employee is asked to complete.

The work in this area has led to demonstrated improvement in employee engagement in the SATCC over the past three years. In 2018, eight out of 10 employees (81%) agreed or strongly agreed with the question, "I find my work fulfilling and I look forward to coming to work each day". This represents significant increase posted over the 69 per cent score posted in 2015.



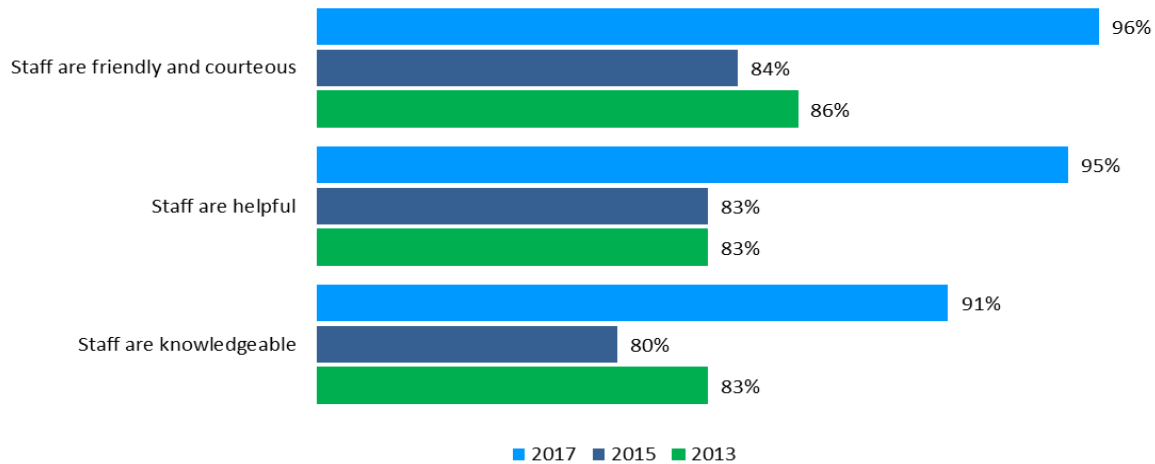
The increase in employee engagement has coincided with an increase in apprentice and employer satisfaction with the SATCC's staff. In 2017, a strong majority of apprentices surveyed in 2017 indicate they find the SATCC staff "friendly and courteous" (87%), "helpful" (85%) and "knowledgeable" (84%).

### Apprentice Satisfaction with SATCC Staff (Somewhat and Strongly Agree)



Similarly, employers surveyed were even more satisfied with the performance of the SATCC’s staff. Businesses surveyed in 2017 indicated they found the SATCC staff “friendly and courteous” (96%), “helpful” (95%) and “knowledgeable” (91%).

### Employer Satisfaction with SATCC Staff (Somewhat and Strongly Agree)



The very positive results of these surveys in the areas of employer and apprentice satisfaction with staff (and services) were communicated to staff in a number of ways and means by management. Celebrating success like this continues to be part of management’s strategy to maintain high employee engagement. All of this work has culminated in the SATCC being recognized in February 2019 as one of the Top 100 Best Places in Saskatchewan to work.

Management plans to continue making progress in employee engagement. In 2019-20, a recognition policy that celebrates milestones, such as long service and rewards employee excellence in the delivery of products and services will be developed and implemented.

### **3.4 Organizational Structure Review**

The SATCC developed its Human Resources and Succession Plan in 2017-18. The initial purpose of this plan was to document the existing staffing requirements, identify any areas of risk (e.g. pending retirements, critical positions, etc.) and develop a succession plan to address the risks identified. Management updated the plan in 2018-19.

There are two drivers of transformational change facing the organization in the medium-term. The Apprenticeship Management System (AMS) is scheduled to 'go-live' in 2020-21. The AMS is a client-facing information technology system. It is going to significantly alter the business processes for the organization. This will require the modification of roles and responsibilities of many of the existing jobs plus the addition of different jobs in the organization.

As a response to the compromise in the Construction Electrician program, the SATCC is establishing a Program Integrity Strategy to ensure the integrity of the skilled trades training and trade certification system in the province. The resourcing to implement this strategy cannot be absorbed within the current staffing complement of the SATCC.

In 2019-20, an additional 2.5 FTEs will be added to support the Program Integrity Strategy. However, due to a lengthy delay in the completion of the core system, the AMS Project will reduce its complement to 3.0 FTEs from 5.0 FTEs (plus an external consultant contract will also be terminated). The AMS Project team will continue on the core system development and implementation plan for AMS in Saskatchewan. In total, the SATCC should have approximately 73.0 FTEs in 2019-20.

Management will complete a full review of the Human Resources and Succession Plan in 2019-20. This work will include determining the long-term organizational resourcing requirements to support the AMS and the Program Integrity Strategy on an on-going basis.

## Goal 4: Manage Financial Resources Efficiently and Effectively

**Using financial resources effectively and efficiently to ensure the organization can successfully deliver its mandate and goals.**

### **4.1 Sustainable Funding**

The 2019-20 Business Plan assumes the purchase of approximately 4,850 technical training seats. Based on this, the 2019-20 Budget includes a GRF grant of \$20.064M to deliver the training and generating an additional \$4.348M in Client Fees (i.e. tuition and administrative fees). This funding will be sufficient to deliver training to approximately 70 per cent of registered apprentices.

Tuition and administrative fees will remain essentially unchanged in 2019-20. Weekly tuition rates will stay constant at \$105 per week 2019-20. There will be no changes to administrative fee prices. The only change to tuition is that, effective January 1, 2020, the minimum tuition will be raised from \$300 per course to \$350 per course.

Management will continue to explore sponsorship opportunities from industry. The SATCC will work to raise sponsorships to support the Saskatchewan Youth Apprenticeship (SYA) industry scholarship, the annual Apprenticeship Awards, as well as other opportunities.

The SATCC created two new restricted funds in 2018-19 under its F2 Financial Assets policy. The first was for any unspent funding received from the Government of Saskatchewan and the federal government for the Apprenticeship Management System (AMS) IT project. Management is forecasting that approximately \$1.024M will be set aside at the end of 2018-19 for the sole purpose of paying the costs related to the development and implementation of the AMS.

The second fund is for unspent funding from the federal government for the expansion of the Sask. Youth Apprenticeship pilot program. Management estimates that approximately \$275K will be unspent in 2018-19. This money will be put into a restricted fund to be spent in 2019-20 as the expanded SYA pilot is completed.

As noted in the Financial Risk section, the SATCC faces two medium-term funding pressures. The two-plus year delay in the development of the Apprenticeship Management System (AMS) will push back the implementation of the system from 2018-19 to 2021-22. The delay is estimated to increase the implementation costs from \$2.55M to approximately \$5.0M (i.e. an

increase of approximately \$2.4M). The SATCC currently has enough funding to complete work in 2019-20 but not further.

The SATCC recently completed an investigation into an exam compromise at Sask. Polytechnic and has begun crafting a Program Integrity Strategy to address this issue. The 2019-20 Business Plan includes some initial resources to support the strategy. However, a full strategy, complete with resource requirements, has not yet been completed (e.g. costs related to online exam delivery). The SATCC does not currently have funding available for these potential additional resources.

The SATCC faces future financial pressures that cannot be fully absorbed within its current fiscal capacity. The SATCC will continue to work with the Ministry of Immigration and Career Training (ICT) to address its long-term funding stability for the organization.

#### **4.2 Effective Use of Financial Resources**

Management closely monitors the annual training schedule to ensure classes are filled to maximum capacity while also meeting industry demand. Work will continue in 2019-20 to refine the tools used to monitor/make changes to the annual training schedule. Additionally, management will negotiate price increases across all training providers to ensure value while limiting inflationary pressures.

The SATCC uses a financial efficiency measure titled “Administrative Cost Change.” This measure tracks the ability of the organization to limit administrative cost increases and deliver upon them. Management will continue to use this measure to monitor administrative cost pressures and work to minimize them.

In 2019-20, management will also begin working on developing process efficiency measures. The purpose of this work will be to gauge the improvement in business process outcomes pre-and-post implementation of the AMS.

### **4.3 Risk Management**

The SATCC has established risk management tools and processes. For instance, management conducts a risk management session as part of the annual strategic/business planning process. Management provides an annual fraud risk assessment to the Audit and Finance Committee. The SATCC has also developed a business continuity plan, which it implemented twice in 2018-19 due to power outages at its Regina head office.

In 2012, Governance Solutions (nee Brown Governance) completed a governance review of Saskatchewan's post-secondary sector, including the SATCC. A number of the recommendations have been implemented. An example was the creation of a Chief Financial Officer position that has a dotted line relationship to the Commission Board and the Audit and Finance Committee.

Governance Solutions also recommended the establishment of an internal audit function as it is a best practice in organizational governance. The purpose of the internal auditor is to provide further assurance to the Commission Board that management is following its policies and procedures.

The internal audit function was never established due to costs. However, with the program compromise investigation in 2018-19, management has concluded now is the time to establish an internal audit function. The internal auditor will support management's efforts to enhance its risk management tools further and develop a complete enterprise risk management (ERM) plan.



## 2019-20 Budget

The 2019-20 Budget is based upon a mix of the 2018-19 Budget and the 2018-19 Forecast (as of April 2019). As a result, values for 2018-19 may change between the development of the 2019-20 Budget and the year-end process. This could change some of the balances (e.g. accumulated surplus) and/or introduce forecast error for revenues and expenses in the 2019-20 Budget.

### Revenues

Total revenue is budgeted at \$25.471M in 2019-20 based on the following sources:

The **General Revenue Fund (GRF)** grant from the Ministry of the Immigration and Career Training (ICT) declines to \$20.064M. The GRF grant funds the purchase of technical training and administrative support plus:

- \$400K for the Aboriginal Apprenticeship Initiative (AAI);
- \$180K for the Apprenticeship Training Allowance (ATA) administrative fees; and
- \$152K for psycho-educational assessments for apprentices.

**Client Fees** (i.e. tuition and other fees charged to apprentices) are budgeted at \$4.347M. This represents a decrease of \$308K over the 2018-19 Forecast of \$4.655M. The decrease in Client Fees is mainly attributable to declining tuition revenue due to the decline in the number of technical training seats from the forecasted 5,157 seats in 2018-19 to approximately 4,850 seats in 2019-20.

**Products and Services** are budgeted at \$929K. This represents a decrease of \$885K over the 2018-19 Forecast of \$1.814M. The decrease is mainly attributable to a reduction in funding in 2019-20 from Employment and Social Development Canada (ESDC) as the temporary expansion of the Sask. Youth Apprenticeship (SYA) program comes to a close in 2019-20.

**Interest Revenue** is budgeted at \$70K in 2019-20. This is less than the 2018-19 Forecast of approximately \$120K. The reduction in interest revenue is due to reduced cash flow partially offset by marginally higher interest rates expected through the year.

## Operating Expenses

Total expenses are budgeted at \$25.944M in 2019-20 based on the following:

**Salaries** are budgeted at \$5.583M in 2019-20, which is a 10 per cent increase in employee compensation compared to the 2018-19 Forecast. The increase in employee compensation is due to additional positions being staffed coupled with inflationary pressures for salaries.

The SATCC averaged approximately 68.5 FTEs in 2018-19 as the organization returned to a 'full-staffing model' of 72.5 FTEs. The organization did not reach the full staffing level until near the end of 2018-19. The 2019-20 Budget is built on having this full staffing model in place for the whole year. The additional staff expense includes approximately \$210K for the temporary expansion of the SYA program. Please note the SATCC obtained funding from Employment and Social Development Canada (ESDC) to fund the SYA expansion so the additional labour expense in this area is fully offset.

An additional 2.5 FTEs are being added in 2019-20 to support the Program Integrity Strategy. The additional resources are in response to the 2018-19 investigation of a compromise in the Construction Electrician program and the work on developing a Program Integrity Strategy. However, management decided to reduce the AMS Project team by 2.0 FTEs (plus a contract resource) due to a delay in the AMS Project schedule. Overall, these changes will result in a 0.5 FTE increase in 2019-20 to 73.0 FTEs.

**Program Contractual Services** for technical training in 2019-20 is budgeted to be \$16.867M. Technical training costs in 2019-20 are expected to be \$593K (-3.4%) lower than the 2018-19 forecast of \$17.460M. The number of technical training seats purchased is projected to decline to approximately 4,850 seats in 2019-20 from the forecast of 5,157 seats in 2018-19.

The projected reduction in the number of training seats purchased is due to a decrease in demand for apprenticeship training. The purchase of technical training seats continues to represent the single largest component of the SATCC's total operating expenses at approximately two-thirds to three-quarters of total expenses.

**Other Contractual Services** are budgeted at \$1.266M. This is \$58K (-4.4%) lower than the 2018-19 Forecast. The decrease in expenses is due to reduced expenses related legal/investigation costs related to the compromise in the Construction Electrician program.

**Board Expenses** are budgeted at \$167K in 2019-20 based on a similar expenditure level as forecast for 2018-19.

**Travel** is budgeted at \$250K, an increase of \$12K (5.2%) from the 2018-19 Forecast higher accommodation and mileage costs.

**Telephone** expenses are budgeted at \$78K, an increase of \$4K relative to the 2018-19 Forecast. This increase is mainly due to more services required and inflationary pressures.

**Advertising, Promotion, and Printing** is budgeted at \$821.5K. This represents a \$25K (-3.0%) decrease from the 2018-19 Forecast. This decrease is due to marketing and promotion efforts continuing for the pilot program expansion for the Sask. Youth Apprenticeship (SYA) program in 2019-20 but at a reduced level compared to 2018-19. Again, it should be noted the promotional expenses related to the SYA expansion are fully offset by the funding the SATCC received from ESDC for the project.

**Space Rental** is budgeted at \$569K based on a similar expenditure level as forecast for 2018-19 with modest increases expected in lease rates.

**Equipment Rental** is budgeted at \$38K in 2019-20 based on a similar expenditure level as forecast for 2018-19.

**Office Supplies** are budgeted at \$74K in 2019-20 based on a similar expenditure level as forecast for 2018-19.

**Postage, Courier and Freight** is budgeted at \$135K in 2019-20 based on a similar expenditure level as forecast for 2018-19.

**Other Expenses** are budgeted at approximately \$80K in 2019-20 due to an anticipated reduction of \$18.8K in office equipment and furniture.

**Amortization** is projected to be \$15K in 2019-20. Based on the delay in the AMS project, the Work-in-Progress (WIP) accumulated for the project is not anticipated to be capitalized and then started to be amortized until 2021-22.

### **First Nations and Métis Apprentices**

The Government of Saskatchewan is committed to increasing Indigenous access, participation and completion of apprenticeship training. It supports this by designating \$1M of the GRF grant to the SATCC to support the above. This is comprised of \$400K for the Aboriginal Apprenticeship Initiatives (AAI) program to deliver projects with another \$600K to provide services to First Nations and Métis apprentices.

## Summary

The 2019-20 Budget projects a deficit of \$473K. The deficit is based on revenues of \$25.471M and expenses of \$25.944M. The deficit includes approximately \$576K in anticipated funding from Employment and Social Development Canada (ESDC) for the AMS Project and \$166K for the SYA funding.

The SATCC's accumulated surplus is expected to decrease to \$3.999M in 2019-20. The SATCC has four restricted funds:

- The Aboriginal Apprenticeship Initiative (AAI) fund is expected to maintain its balance of approximately \$15K at the end of 2019-20;
- The AMS fund is expected to decline from \$1.02M in 2018-19 to \$0 in 2019-20 as development work on the new IT system progresses;
- The SYA Scholarship fund is at \$0. This is because the available funds in the scholarship are greater than the financial obligations owed. Therefore, the SATCC does not need to restrict any of its accumulated surplus in order to meet future financial obligations of the SYA Scholarship program; and
- The Commission Board authorized a new, temporary restricted fund be created. Employment and Social Development Canada (ESDC) provided funding in 2018-19 for the pilot program expansion of the SYA program. The SATCC is carrying over \$274K received from the federal government in 2018-19 but not yet spent on the SYA program. The money will be expended in 2019-20 and the fund will be wound down.

The SATCC is required to maintain a minimum unrestricted surplus set out in the SATCC Board of Directors F-2 Financial Assets - Surplus Policy. The policy states the SATCC shall maintain a minimum unrestricted accumulated surplus equivalent to one month of the previous year's operating expenses (excluding training costs and amortization). This is equal to approximately \$572K. The 2019-20 Budget projects an Unrestricted Surplus of \$1.111M and an Excess over Minimum balance of \$539K.

**Saskatchewan Apprenticeship and Trade Certification Commission**  
**Consolidated Statement of Financial Position**  
**As at June 30**

	2020 Budget	2019 Forecast	2018 Actual
<b>Financial Assets</b>			
Due from GRF	\$ 2,942,936	\$ 4,479,371	\$ 5,297,273
Accounts Receivable	247,900	247,900	267,846
	<u>3,190,836</u>	<u>4,727,271</u>	<u>5,565,119</u>
<b>Liabilities</b>			
Accounts Payable and Accrued Liabilities	386,996	386,996	386,996
Accrued Leave Liabilities	220,360	220,360	220,360
Deferred Revenue	794,280	794,280	794,280
Deferred Contributions	663,404	663,404	663,404
	<u>2,065,040</u>	<u>2,065,040</u>	<u>2,065,040</u>
<b>Net Financial Assets/(Debt)</b>	<u>1,125,796</u>	<u>2,662,231</u>	<u>3,500,079</u>
<b>Non-Financial Assets</b>			
AMS Work-in-Progress (WIP)	\$ 2,684,019	\$ 1,660,319	\$ -
Tangible Capital Assets	84,625	44,625	39,572
Inventory of Promotional Supplies	5,520	5,604	5,604
Prepaid Expenses	98,822	98,737	70,219
<b>Total Non-Financial Assets</b>	<u>2,872,986</u>	<u>1,809,285</u>	<u>115,395</u>
<b>Accumulated Surplus/(Deficit) (Statement 2)</b>	<u>\$ 3,998,783</u>	<u>\$ 4,471,516</u>	<u>\$ 3,615,474</u>
<b>Restricted Surplus</b>			
AAI	\$ 14,795	\$ 14,795	\$ 69,115
SYA (Scholarship Fund)	-	-	-
SYA (Federal ESDC Fund)	-	274,272	-
AMS	-	1,023,700	-
	<u>\$ 14,795</u>	<u>\$ 1,312,767</u>	<u>\$ 69,115</u>
F2 Minimum	<u>\$ 572,169</u>	<u>\$ 594,491</u>	<u>\$ 578,000</u>
<b>Unrestricted Surplus</b>	<u>\$ 1,111,001</u>	<u>\$ 1,349,464</u>	<u>\$ 3,430,964</u>
<b>Unrestricted Surplus - Excess over Minimum</b>	<u>\$ 538,833</u>	<u>\$ 754,972</u>	<u>\$ 2,852,964</u>

**Saskatchewan Apprenticeship and Trade Certification Commission**  
**Consolidated Statement of Operations**  
**For the Year Ended June 30**

	2020 Budget	2019 Forecast	2019 Budget	2018 Actual
<b>Revenue</b>				
Grants - General Revenue Fund	\$ 20,064,000	\$ 20,315,000	\$ 20,315,000	\$ 21,534,600
Client Fees	4,347,500	4,655,343	4,662,773	4,749,360
SYA Contributions	60,000	73,555	74,600	64,000
Products and Services	929,290	1,814,090	956,687	290,611
Interest	70,000	119,592	50,000	57,778
<b>Total Revenue</b>	<b>25,470,790</b>	<b>26,977,579</b>	<b>26,059,060</b>	<b>26,696,349</b>
<b>Expense</b>				
Salaries and Personnel	5,582,933	5,075,982	4,985,430	4,591,332
Program Contractual Services	16,866,840	17,460,290	17,752,800	18,342,332
Other Contractual Services	1,266,500	1,324,942	1,079,799	844,292
Board Expenses	166,900	163,836	164,832	148,488
Travel	250,050	237,613	236,525	192,429
Telephone	78,000	73,910	81,154	73,401
Advertising, Promotion and Printing	821,500	846,835	379,500	220,138
Space Rental	569,000	560,047	542,780	481,084
Equipment Rental	38,000	37,336	37,774	34,312
Office Supplies	73,800	68,208	79,538	67,823
Postage, Courier, and Freight	135,000	135,254	138,850	117,277
Other	80,000	98,784	105,447	95,448
Amortization	15,000	38,500	38,500	20,334
<b>Total Expenses</b>	<b>25,943,523</b>	<b>26,121,537</b>	<b>25,622,929</b>	<b>25,228,690</b>
<b>Annual Surplus/(Deficit)</b>	<b>(472,733)</b>	<b>856,042</b>	<b>436,131</b>	<b>1,467,659</b>
<b>Accumulated Surplus, Beginning of Year</b>	<b>4,471,516</b>	<b>3,615,474</b>	<b>3,271,172</b>	<b>2,147,815</b>
<b>Accumulated Surplus, End of Year (to Statement 1)</b>	<b>\$ 3,998,783</b>	<b>\$ 4,471,516</b>	<b>\$ 3,707,303</b>	<b>\$ 3,615,474</b>
<b>Capital Purchases</b>				
WIP- AMS	1,023,700	1,660,319	2,257,705	
Building Improvements	30,000	0		
Computer Hardware		0		
Computer Software		0		
Office Furniture & Equipment	25,000	52,125	25,000	39,572
<b>Total Capital Purchases</b>	<b>\$ 1,078,700</b>	<b>\$ 1,712,444</b>	<b>\$ 2,282,705</b>	<b>\$ 39,572</b>
<b>F2 Minimum Surplus</b>	<b>\$ 572,169</b>			

**Saskatchewan Apprenticeship and Trade Certification Commission**  
**Consolidated Statement of Change in Net Financial Assets (Debt)**  
**For the Year Ended June 30**

	2020 Budget	2019 Forecast	2018 Actual
<b>Annual Surplus/(Deficit)</b>	<b>\$ (472,733)</b>	<b>\$ 856,042</b>	<b>\$ 1,467,659</b>
Acquisition of Work In Progress	(1,023,700)	(1,660,319)	0
Acquisition of Tangible Capital Assets	(55,000)	(52,125)	(5,194)
Amortization of Tangible Capital Assets	15,000	18,554	20,334
Loss on Disposal of Tangible Capital Assets	-	-	0
(Acquisition)/ Use of Prepaid Expenses	-	-	(12,514)
Acquisition/ (Consumption) in Inventory of Promotional Supplies	-	-	(84)
<b>Increase/(Decrease) in Net Financial Assets</b>	<b>(1,536,433)</b>	<b>(837,848)</b>	<b>1,470,201</b>
<b>Net Financial Assets/(Debt), Beginning of Year</b>	<b>2,662,231</b>	<b>3,500,079</b>	<b>2,029,878</b>
<b>Net Financial Assets/(Debt), End of Year</b>	<b>\$ 1,125,796</b>	<b>\$ 2,662,231</b>	<b>\$ 3,500,079</b>

## Statement 4

**Saskatchewan Apprenticeship and Trade Certification Commission**  
**Consolidated Statement of Cash Flows**  
**For the Year ended June 30**

	2020 Budget	2019 Forecast	2018 Actual
<b>Operating Activities</b>			
Cash Receipts from General Revenue	\$20,064,000	\$ 20,315,000	\$ 21,534,600
Cash Receipts from Clients	4,347,500	4,655,343	4,660,395
Interest Received	70,000	119,592	30,142
Industry Contributions Received	60,000	73,555	232,115
Products and Services	929,290	1,814,090	57,778
Cash Paid to Employees	(5,582,933)	(5,075,982)	(4,575,734)
Cash Paid to Provide Program Services	(16,866,840)	(17,460,290)	(18,352,975)
Cash Paid to Suppliers	(3,478,750)	(3,546,765)	(2,153,837)
<b>Increase/(Decrease) in Cash from Operating Activities</b>	<b>(457,734)</b>	<b>894,542</b>	<b>1,432,484</b>
<b>Capital Activities</b>			
Purchase of Work in Progress	\$ (1,023,700)	\$ (1,660,319)	\$ -
Purchase of Tangible Capital Assets	(55,000)	(52,125)	(5,194)
<b>Increase/(Decrease) in Cash from Capital Activities</b>	<b>(1,078,700)</b>	<b>(1,712,444)</b>	<b>(5,194)</b>
<b>Increase/(Decrease) in Cash</b>	<b>(1,536,434)</b>	<b>(817,902)</b>	<b>1,427,290</b>
<b>Cash, Beginning of Year</b>	<b>4,479,371</b>	<b>5,297,273</b>	<b>3,869,983</b>
<b>Cash, End of Year</b>	<b>\$ 2,942,936</b>	<b>\$ 4,479,371</b>	<b>\$ 5,297,273</b>

## 2019-20 Balanced Scorecard

Please see Appendix A - Balanced Scorecard Reference Table for the definition, purpose, methodology and target explanation for each measure.

	2017-18 Actual	2018-19 Target	2018-19 Year End Forecast*	2019-20 Target	2020-21 Target	2021-22 Target
<b>1. SATISFY INDUSTRY DEMAND FOR A SKILLED AND CERTIFIED WORKFORCE IN SASKATCHEWAN</b>						
Apprentice Registrations****	2,289	2,150	2,121	2,050	1,950	1,850
Total Apprentices	7,584	7,300	6,600	6,400	6,100	5,800
Trade Qualifiers	910	575	1,200	1,250	1,300	1,350
Technical Training Seats	5,482	5,300	5,157	4,850	4,600	4,300
Alternate Technical Training Available	10.4%	10.0%	11.0%	10.0%	10.0%	10.0%
Employer Consultations	4,417	4,400	4,400	4,500	4,500	4,500
Trade Board Meetings	161	130	140	140	140	140
Journeyman Certificates Issued	1,566	1,500	1,275	1,175	1,075	975
Red Seal Exam Pass Rate**	72%	75%	71%	75%	75%	75%
Real Completion Rate (RCR)**	64.8%	60%	61.8%	60%	60%	60%
Total Employers***	2,387	2,400	2,250	2,150	2,100	2,050
Indigenous Apprentices	1,275	1,200	1,100	1,100	1,100	1,100
Female Apprentices	782	750	700	700	700	700
Female Apprentices in Predominantly Male Trades (PMT)	383	375	400	400	400	400
Visible Minority Apprentices	324	300	300	300	300	300
Apprentices with Disabilities	486	475	450	450	450	450
<b>2. DELIVER HIGH QUALITY SERVICES RELEVANT TO INDUSTRY/STAKEHOLDERS</b>						
Employer Satisfaction with Training	92.0%	N/A+	N/A+	90%	N/A+	90%
Apprentice Satisfaction with On-the-Job Training	90.0%	N/A+	N/A+	90%	N/A+	90%
Trade Levels Harmonized	15	17	15	17	20	15
Industry Response Time	98.9%	95%	99%	95%	95%	95%



	2017-18 Actual	2018-19 Target	2018-19 Year End Forecast*	2019-20 Target	2020-21 Target	2021-22 Target
Ratio Compliance	99.5%	95%	99%	95%	95%	95%
<b>3. EQUIP STAFF WITH THE TRAINING AND TOOLS TO PROVIDE OUTSTANDING SERVICE</b>						
Employer Satisfaction with SATCC Services	94.0%	N/A+	N/A+	90%	N/A+	90%
Apprentice Satisfaction with SATCC Services	93.0%	N/A+	N/A+	90%	N/A+	90%
Employee Engagement	85%	80%	81%	80%	80%	80%
<b>4. MANAGE FINANCIAL RESOURCES EFFICIENTLY AND EFFECTIVELY</b>						
Share of Registered Apprentices in Technical Training	72.6%	73.0%	78.1%	75%	75%	75%
Technical Training Fill Ratio	96.9%	95.0%	94.2%	95%	95%	95%
Sponsorship Revenue	N/A++	\$50K	\$51K	\$50K	\$50K	\$50K
Administrative Cost Change	N/A++	10.8%	21.9%	15.7%	N/A++	N/A++
Share of Non-Government Revenue (%)	19.3%	20.0%	20.7%	20%	20%	20%

\* Based on actuals to end of April 2019.

\*\* This is calculated on an annual basis; results will be available after the SATCC year end, June 2019.

\*\*\* The number of Employers is the count from the SATCC database, which is an underestimate of the total number of employers engaged in the apprenticeship system. The Employer count includes more than a dozen Joint Training Committees (JTCs). Each JTC engages with a number of employers who hire apprentices, so the actual number of employers engaging with apprentices is several hundred (approximately 400 to 600) more than listed in the SATCC database. However, the SATCC only receives updated information on the number of employers with JTCs every three years making it impossible to get updated figures on a regular basis. Therefore, only the JTCs are included as an employer.

N/A + The Employer and Apprentice Satisfaction Survey is administered every two years. There was no survey conducted during 2018-10. There will be no target shown for the years where the survey is not administered, with Not Available shown instead. The next survey is scheduled for fall 2019.

N/A++ This measure must be set based on each year's budget. Therefore, it cannot be set ahead of time.

\*\*\*\* Management has revised how the number of 'new' registrations is measured. New registrations used to measure only apprentices who were never indentured to an employer previously. However, the SATCC 'cancels' apprentices (i.e. remove them from the system) because they do not currently have an employer (for greater than 30 days). If the apprentice finds employment, and is re-indentured by the employer, the apprentices comes back into the system as 'reinstated' (less than one year since cancellation) or a 're-indenture' (greater than one year since cancellation). Reinstatements and re-indentures are also registrations but weren't included in the Balanced Scorecard measure because they weren't 'new'. Management thinks that having new, reinstatement and re-indenture registrations all contribute to the number of apprentices in the system who require training and other services from the SATCC. Please note the 2018-19 target was revised up from 1,600 new registrations to 2,150 new registrations, reinstatements and re-indentures total.

**APPENDIX A: Balanced Scorecard Reference Table**

Measure	Description	Purpose	Methodology	2019-20 Target Explanation	2020-22 Trend Explanation												
<p><b>Apprentice Registrations</b></p> <p>Lead: Apprenticeship</p>	<p>The number of new, reinstated and re-indentured registered apprentices is an indicator of growth in the SATCC system.</p>	<p>Due to the demand nature of the apprenticeship system, the number of new, reinstated and re-indentured registered apprentices is outside the control of the SATCC.</p> <p>It is a key operational indicator and is an important variable to be considered in budgetary and technical training planning.</p>	<p>The SATCC estimates the number of new, reinstated and re-indentured registered apprentices using a mix of the trends from the current/previous year as well as its estimate of number of new apprentices, completed on a by trade/by level basis used in its Three-Year Training Seat Forecast.</p>	<table border="0"> <tr> <td>13-14 to 14-15</td> <td>1.7</td> </tr> <tr> <td>14-15 to 15-16</td> <td>(14.5)</td> </tr> <tr> <td>15-16 to 16-17</td> <td>(15.9)</td> </tr> <tr> <td>16-17 to 17-18</td> <td>(4.0)</td> </tr> <tr> <td>17-18 to 18-19</td> <td>(7.3)</td> </tr> <tr> <td>5 yr. Avg.</td> <td>(8.0)</td> </tr> </table> <p>The Finance unit forecasts a 2018-19 total number of 2,121, using YTD numbers. Given a forecasted decline in the total number of apprentices of ~3%, 2,050 will be the number of new registrations forecast for each year from 2019-20 (rounded down from 2,057)</p>	13-14 to 14-15	1.7	14-15 to 15-16	(14.5)	15-16 to 16-17	(15.9)	16-17 to 17-18	(4.0)	17-18 to 18-19	(7.3)	5 yr. Avg.	(8.0)	<p>The targets in 2020-21 and 2021-22 are projected to be 1,950 (1,947 rounded up) and 1,850 (1,852 rounded down), respectively, based on approximate 5% declines in each of the two years.</p>
13-14 to 14-15	1.7																
14-15 to 15-16	(14.5)																
15-16 to 16-17	(15.9)																
16-17 to 17-18	(4.0)																
17-18 to 18-19	(7.3)																
5 yr. Avg.	(8.0)																
<p><b>Total Apprentices</b></p> <p>Lead: Corporate Services and Apprenticeship</p>	<p>The total number of registered apprentices indicates the size of the SATCC client base requiring services.</p>	<p>Due to the demand nature of the apprenticeship system, the total number of registered apprentices is outside the control of the SATCC.</p> <p>It is a key operational indicator and is an important variable to be considered in budgetary and technical training planning.</p>	<p>The 5-year average of percentage increase or (decrease year) over year.</p>	<table border="0"> <tr> <td>13-14 to 14-15</td> <td>(3.9)</td> </tr> <tr> <td>14-15 to 15-16</td> <td>(5.2)</td> </tr> <tr> <td>15-16 to 16-17</td> <td>(13.3)</td> </tr> <tr> <td>16-17 to 17-18</td> <td>(7.3)</td> </tr> <tr> <td>17-18 to 18-19</td> <td>(13.0)</td> </tr> <tr> <td>5 yr. avg.</td> <td>(8.5)</td> </tr> </table> <p>The year end forecast for 2018-19 is 6,600 using YTD April numbers (6,712). There is a decline of 200 (3.0 percent) forecasted for 2019-20, for a total of 6,400. The number of registrations is expected to decrease less while the number of cancellations and completions is expected to decrease as the majority of the registered apprentices from the peak in 2013-14 will have exited the system by 2019-20.</p>	13-14 to 14-15	(3.9)	14-15 to 15-16	(5.2)	15-16 to 16-17	(13.3)	16-17 to 17-18	(7.3)	17-18 to 18-19	(13.0)	5 yr. avg.	(8.5)	<p>The targets in 2020-21 and 2021-22 are projected to be 6,100 and 5,800, respectively, as the remainder of the registered apprentices from the peak in 2013-14 exit the system.</p>
13-14 to 14-15	(3.9)																
14-15 to 15-16	(5.2)																
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Measure	Description	Purpose	Methodology	2019-20 Target Explanation	2020-22 Trend Explanation										
<b>Trade Qualifiers</b>  Lead: Apprenticeship	The number of TQs engaged in the certification the system indicates the size of the SATCC client base requiring services and gives an indication of how many trades people are in the system in a given year.	<p>Due to the demand nature of the certification system, the total number of TQs in the certification system is outside the control of the SATCC. It is a key operational indicator and is an important variable to be considered in budgetary planning.</p> <p>Due to the nature of how TQs engage with the certification system, there is no requirement to progress in a specified time frame or attend technical training as with apprentices. Therefore, a TQ may register with the system and unless they get certification the SATCC does not know if they intend to write an exam or not. Once registered, they are not removed from the database. Due to this, the “starting” calculated using historical data and trends over a 19-year period.</p>	<ol style="list-style-type: none"> <li>Any TQ registered during a certain month <b>Minus</b></li> <li>Number of JCs issued to TQs between those same dates <b>Minus</b></li> <li>Any TQ who has had no activity (registered but has not taken upgrading or written an exam or gained a certification) within 5 years. (These monthly counts are distinct from the year-end counts that are explained in the next column.)</li> <li><b>Equals</b> Current number of TQs in SATCC system for that month.</li> </ol>	<table border="0"> <tr> <td>13-14 to 14-15</td> <td>11.5</td> </tr> <tr> <td>14-15 to 15-16</td> <td>42.9</td> </tr> <tr> <td>15-16 to 16-17</td> <td>21.8</td> </tr> <tr> <td>16-17 to 17-18</td> <td>11.4</td> </tr> <tr> <td>17-18 to 18-19</td> <td>27.7</td> </tr> </table> <p>5 yr. avg. Growth 23.0</p> <p>The forecast for 2018-19 result is 1,200 trade qualifiers. Applying the most recent five-year averages (2013-14 to 2018-19) of the variables in the “Methodology” column, as well as the subtraction described below, the year-end total of TQs for 2019-20 is forecast to be 1,250.</p> <p>Any registered TQs who have last been in the system longer than five years will be subtracted from the total for the year. This rule was applied for the first time in 2018-19; and it will apply to TQs registered at the end of 2013-14.</p>	13-14 to 14-15	11.5	14-15 to 15-16	42.9	15-16 to 16-17	21.8	16-17 to 17-18	11.4	17-18 to 18-19	27.7	The same formula used to forecast the 2019-20 results has been applied to the outer years. For 2020-21, there will be 1,300 TQs. In 2021-22, the forecast is for 1,350 TQs.
13-14 to 14-15	11.5														
14-15 to 15-16	42.9														
15-16 to 16-17	21.8														
16-17 to 17-18	11.4														
17-18 to 18-19	27.7														
<b>Technical Training Seats</b>  Lead: Corporate Services	Apprentices receive training on the job and by attending technical training. In order to achieve journey person certification an apprentice must attend technical training on an annual basis, as well as accumulating on the job training.	This outcome will directly impact the achievement of the SATCC Vision and Mission.	The SATCC uses a forecasting method to determine the number of training seats required for the next three years. It takes into account the current number of active apprentices by trade and by level of training. It also uses historical data related to attendance patterns on a trade by trade basis and historical growth patterns over the past 5 years.	<p>For 2018-19, the current seat forecast (April 2019) is 5,157 purchased.</p> <p>In 2019-20, this number will decrease to 4,850 seats purchased.</p>	Given the forecast decline in the number of new apprentice registrations and total number of apprentices, the 2020-21 number of seats purchased is forecast to be 4,600 and 4,300 for 2021-22.										
<b>Alternate Training Delivery</b>  Lead: Apprenticeship	The number of alternate training seats available in a given year. Alternate is any training that does not exclusively use “block release” training.	To enhance alternative training options for apprentices and tradespeople to meet the needs of industry; to keep training up to date and using new technologies and techniques.	The number of alternate training seats available in a year compared to the total number of training seats.	As of April 2019, 503 of 4,751 seats purchased in 2018-19 were intended for alternate delivery. This means that 10.6% of all purchased seats are in this category. Management considers 10% of available seats to be offered in an alternate training format to be a ‘standard of success’. Therefore, 10% will be the target for 2019-20	The target in the out years is projected to be the same as in 2019-20.										

Measure	Description	Purpose	Methodology	2019-20 Target Explanation	2020-22 Trend Explanation
<b>Employer Consultations</b>  Lead: Apprenticeship	As of year-end, the total number of visits made to employer work sites to promote apprenticeship or to support apprentice.	This is a measure of service standards provided by field consultants to SATCC clients, both employers and apprentices.	5-year average of visits conducted.	2014-15 3,861 2015-16 4,445 2016-17 5,057 2017-18 4,200 2018-19 4228 (forecast based on YTD performance)  5 yr. avg. – 4,402  Management has set the target at 4,500 employer visits in 2019-20 based on a full staffing model for the field consultant area.	The target in the out years is projected to be the same as in 2019-20.
<b>Trade Board Meetings</b>  Lead: Apprenticeship	Each designated trade has a Trade Board with equal representation from employers and employees of that Trade. There are subject matter experts who participate on Trade Examining Boards and the Curriculum Development Boards.	Trade boards provide a forum for trade-specific direction and general feedback to SATCC from industry partners.  SATCC staff support the Trade Boards and record minutes of all meetings; the number of meetings is reported.	All meetings of the Trade Boards, Trade Board Examining Boards and the Trade Examining Boards and the Curriculum Development Boards are counted.  Dependent on specific industry concerns or developments, trade boards meet at least once per year and then on an as needed basis. The other two boards meet on an as needed basis.  38 Trade Boards are currently active; and these oversee 41 trades. 7 trades do not have active trade boards. This is due to being a low volume or inactive trade or a trade where technical training is delivered out of province.	2014-15 153 2015-16 128 2016-17 136 2017-18 130 2018-19 121 (as of Apr. 19)  5 yr. avg. – 139.8  Rounded to 140	The target in the out years is projected to be the same as in 2019-20 given the current number of active boards.
<b>Journeyman Certificates Issued</b>  Lead: Apprenticeship and Corporate Services	The more journeyman certificates (JPs) issued the more skilled workers available to the Saskatchewan labour market.	This outcome will directly impact the achievement of the SATCC Vision and Mission.	The targets for the number of journeyman certificates issued uses a mixture of the following data: - the # of apprentices attending/completed final level training adjusting for the number who write and successfully pass the certification exam; - the # of trades qualifiers adjusting for the number who write and successfully pass the certification exam; and - the # of apprentices who have successfully passed their certification exam but required more trade time hours to complete their certification.	The current forecast is for 1,275 JPs issued to the end of 2018-19 (based on April 19 data averaging performance of past three years).  Current-year totals of lower-level apprentices are below those in their final year. This will have a negative impact on the issuance of journeyman certificates in the next few years. Therefore; the forecast for 2019-20 is 1,175 JPs.	The targets in 2020-21 and 2021-22 are projected to be 1,075 and 975, respectively, as the remainder of the registered apprentices from the peak in 2013-14 exit the system.

Measure	Description	Purpose	Methodology	2019-20 Target Explanation	2020-22 Trend Explanation
<b>Red Seal Exam Pass Rate</b>  Lead: Apprenticeship	The Red Seal secretariat publishes the percentage of apprentices who are successful at passing the Red Seal journey person exam in their given trade, on an annual basis. The information is available for SK apprentices and all of Canada.	The higher the success of SK apprentices on the Red Seal exam, the greater the number of journey persons available to the labour market. This measure indirectly indicates the quality of training provided and the employer and employee supports provided by SATCC.	The SATCC reports the results for the previous calendar year as audited by Statistics Canada; the results are received in June of the following year (the 2018 results will be received in June 2019).	2014 – 80% 2015 – 80% 2016 – 76% 2017 – 73% 2018 – 71%  5 yr. avg. – 75%  Management is maintaining the 75% target as it is slightly above the national average.	The target in the out years is projected to be the same as in 2019-20.
<b>Real Completion Rate (RCR)</b>  Lead: Corporate Services	SK was not included in a 2003 national cohort study for apprentice completion rates due to data limitations. In 2012-13, the SATCC adopted the Alberta methodology for cohort completion calculation.	The higher the completion rate, the greater the number of journey persons available to the labour market and the greater the return on the Province’s investment in training.	This method follows individuals through the system and takes the # of apprentices who get JP status (within 2 years after expected end of program) divided by the # of apprentices who complete Level One in a given year.  It excludes electronics assemblers, food and beverage persons, guest services representatives and hairstylists, as these trades do not follow the traditional apprentice training routes.  An overall completion rate is calculated annually based on the completion rate for each trade. The completion rate for compulsory and non-compulsory trades is calculated on an annual basis (at year end) for information.	2014-15 62.4 2015-16 66.2 2016-17 59.6 2017-18 58.8 2018-19 58.7 (forecast as of Apr. 19)  5 yr. avg. – 61.1%  The target is based on the rolling 5-year average for the completion rate based on a weighted average using the number of apprentices in each trade.  For reasons explained in the next column, the RCR target for 2019-20 is set at 60.0%  The completion rate and averages for compulsory and non-compulsory groups are included below for information.  Compulsory trades 2014-15 69.0% 2015-16 72.2% 2016-17 64.8% 2017-18 66.9% 2018-19 56.2%  5 yr. avg. 65.8%  Non-Compulsory Trades 2014-15 58.8% 2015-16 62.4% 2016-17 56.3% 2017-18 63.4% 2018-19 58.1% (forecast as of Apr. 19)  5 yr. avg. 59.8%	The RCR methodology can result in lower final percentages if the number of Level One completers (L1Cs) grows faster year-over-year than the number of associated JPs. For example, for 2018-19 there are 1,750 L1Cs tracked (the largest such population to date).  This number will increase by 2.1 percent (to 1,786) in 2020-21; but will drop again by 26.6 percent from 2018-19 (to 1,285) in 2021-22. Even maintaining the absolute number of JPs issued to this population from 2019-20 would reduce the RCR.  Therefore, unless the 2019-20 number of JCs issued to this population exceeds its current forecast (931), the RCR will be no greater than 60.0 percent for 2020-21 and even 2021-22 if warranted.

Measure	Description	Purpose	Methodology	2019-20 Target Explanation	2020-22 Trend Explanation
<b>Total Employers</b>  Lead: Apprenticeship	Employers of apprentices drive demand for apprenticeship services.	The more employers engaged with apprenticeship, the higher the demand for SATCC services and the greater the capacity to meet the labour market need for skilled tradespeople.	The 5-year average number of employers.  SATCC's planned "Employer Engagement" campaign to try to increase the number of employers participating in the apprenticeship system will be implemented in 2018-19. However, in the current economic context of slower growth, the target is reduced from the 5 year average.	2014-15 2,788 2015-16 2,689 2016-17 2,544 2017-18 2,387 2018-19 2,191 (YTD as of Apr. 19)  5 yr. avg. – 2,520  19-20 forecast is rounded down to 2,150 given the current economic context.	The targets in 2020-21 and 2021-22 are projected to be 2,100 and 2,050, respectively, based on currently anticipated economic conditions.
<b>Indigenous Apprentices</b>  Lead: Apprenticeship	The number of Indigenous apprentices registered at year end.	Maintain a representative proportion of the SK Indigenous population as apprentices compared to the general labour market.	The 5 year average as a percentage of total number of apprentices.	2014-15 13.9 2015-16 15.2 2016-17 16.1 2017-18 16.8 2018-19 17.6 (YTD as of Apr. 19)  5 yr. avg. – 15.9  15.9% of 6,400 = 1,017 (Rounded up to 1,100)	The target in the out years is projected to be the same as in 2019-20.
<b>Female Apprentices</b>  Lead: Apprenticeship	The number of female apprentices registered at year end.	Women are under-represented in the SK apprenticeship system compared to the general labour market. This indicator will provide trend information.	The 5 year average as a percentage of total number of apprentices.	2014-15 9.1 2015-16 9.3 2016-17 10.1 2017-18 10.3 2018-19 10.3 (YTD as of Apr. 19)  5 yr. avg. – 9.8  9.8% of 6,400 = 627 Rounded to 700	The target in the out years is projected to be the same as in 2019-20.
<b>Female Apprentices in Predominantly Male Trades (TMT)</b>  Lead: Apprenticeship	The number of female apprentices registered in TMT at year end.	Women are under-represented in the SK apprenticeship system in TMT. This indicator will provide trend information.	The 5 year trend of the actual number of apprentices in this category.	2014-15 454 2015-16 464 2016-17 417 2017-18 383 2018-19 340 (YTD as of Apr. 19)  5 yr. avg. – 412  Rounded to 400	The target in the out years is projected to be the same as in 2019-20.
<b>Visible Minority Apprentices</b>  Lead: Apprenticeship	The number of visible minority apprentices registered at year end.	Visible minorities are under-represented in the SK apprenticeship system compared to the general labour market. This indicator will provide trend information.	The 5 year average percentage of total number of apprentices.	2014-15 2.8 2015-16 3.3 2016-17 3.7 2017-18 4.3 2018-19 4.5 (forecast as of Apr. 19)  5 yr. avg. – 3.7  3.7% of 6,400 = 237 Target rounded to 300 based on 2018-19 forecast of 300.	The target in the out years is projected to be the same as in 2019-20.

Measure	Description	Purpose	Methodology	2019-20 Target Explanation	2020-22 Trend Explanation
<b>Apprentices with Disabilities</b>  Lead: Apprenticeship	The number of apprentices that self-identify with a disability, or an assessed learning disability, registered at year end.	Provide trend information regarding the number of registered apprentices with disabilities and learning disabilities.	Prior to 2013-14, information about apprentices with disabilities was tracked for those who self-identified with a disability.  On a go forward basis, this information will be tracked on a combined basis, both self-identified and those provided with learning accommodations.	Target set at 450 based on forecast 2018-19 year end number.	The target in the out years is projected to be the same as in 2019-20.
<b>Employer Satisfaction with Training</b>  Lead: Apprenticeship	The Apprentice and Employer Satisfaction survey was conducted in 2007, 2010, 2013 and 2015.  The survey is completed on a two year cycle and won't be completed again until the fall of 2019.	To provide employer satisfaction with quality of the journey person as a proxy for satisfaction with the training.	The target is an average of the percentage of employers who agreed or strongly agreed with the statement "Overall I am satisfied with the quality of the journey person following completion of apprenticeship."	2007 86% 2010 82% 2013 81% 2015 87% 2017 92%  5 yr. avg. – 86%  Rounded to 90%	The statistical validity of the survey is 95% certainty within + or -5%. In management's opinion, a target of 90% represents a minimum standard of excellence.
<b>Apprentice Satisfaction with Training</b>  Lead: Apprenticeship	The Apprentice and Employer Satisfaction survey was conducted in 2007, 2010, 2013 and 2015.  The survey is completed on a two year cycle and won't be completed again until the fall of 2019.	To provide apprentice satisfaction with on the job training.	The target is an average of the percentage of apprentices who agreed or strongly agreed with the statement "Overall I am satisfied with the quality of my on the job training."	2007 91% 2010 84% 2013 88% 2015 89% 2017 90%  5 yr. avg. – 88%  Rounded to 90%	The statistical validity of the survey is 95% certainty within + or -5%. In management's opinion, a target of 90% represents a minimum standard of excellence.
<b>Trade Levels Harmonized</b>  Lead: Apprenticeship	The National Harmonization effort requires input from provincial and territorial (P/T) stakeholders to come to consensus re: <ul style="list-style-type: none"> <li>• Use of Red Seal Name</li> <li>• Use of current National Occupational Analysis</li> <li>• Hours (work/training)</li> <li>• Levels</li> <li>• Sequence of Curriculum</li> </ul>	Industry boards (Trade Boards and Curriculum and Examination and Development Boards) provide a forum for content-specific direction and specific feedback to the SATCC and the Harmonization Taskforce. This informs the Canadian Council of Directors of Apprenticeship's (CCDA) Harmonization efforts.  SATCC staff support the Boards and collaborate with national, provincial and territorial partners to consult, develop and validate trade-specific information. Additionally, these meetings may be with training providers to validate provincial curriculum and delivery.	The number of harmonized technical training levels implemented as of the beginning of the technical training year.  The implementation for harmonization is progressive, so the target will be a combination of 2 to 4 years. Trades with out-of-province training have been included.	<u>2019-20: 17 Levels Harmonized</u>  Phase 1 Trades (Level 4) • Carpenter  Phase 2 Trades (Level 3) • Automotive Service Technician • Agricultural Equipment Technician • Heavy Duty Equipment Technician • Truck and Transport Mechanic • Construction Electrician • Industrial Mechanic (Millwright) • Plumber • Steamfitter/Pipefitter  Phase 3 Trades (Level 2) • Landscape Horticulturalist* • Boilermaker* • Sprinkler Fitter* • Sheet Metal Worker	<u>2020-21: 20 Levels Harmonized</u>  Phase 2 Trades (Level 4) • Automotive Service Technician • Agricultural Equipment Technician • Heavy-Duty Equipment Technician • Truck and Transport Mechanic • Construction Electrician • Industrial Mechanic (Millwright) • Plumber • Steamfitter/Pipefitter  Phase 3 Trades (Level 3) • Landscape Horticulturalist* • Boilermaker* • Sprinkler Fitter* • Sheet Metal Worker  Phase 4 Trades (Level 2)

Measure	Description	Purpose	Methodology	2019-20 Target Explanation	2020-22 Trend Explanation
				Phase 4 Trades (Level 1) <ul style="list-style-type: none"> <li>• Insulator (Heat and Frost)</li> <li>• Machinist</li> <li>• Refrigeration and Air Conditioning Mechanic</li> <li>• Rig Technician</li> </ul> *These trades have out-of-province training	<ul style="list-style-type: none"> <li>• Insulator (Heat and Frost)</li> <li>• Machinist</li> <li>• Refrigeration and Air Conditioning Mechanic</li> <li>• Rig Technician</li> </ul> Phase 5 Trades (Level 1) <ul style="list-style-type: none"> <li>• Cook</li> <li>• Powerline Technician</li> <li>• Motor Vehicle Body Repairer (Metal and Paint)</li> <li>• Automotive Painter</li> </ul> <u>2021-22: 15 Levels Harmonized</u> Phase 3 Trades (Level 4) <ul style="list-style-type: none"> <li>• Landscape Horticulturalist*</li> <li>• Sheet Metal Worker</li> </ul> Phase 4 Trades (Level 3) <ul style="list-style-type: none"> <li>• Insulator (Heat and Frost)</li> <li>• Machinist</li> <li>• Refrigeration and Air Conditioning Mechanic</li> <li>• Rig Technician</li> </ul> Phase 5 Trades (Level 2) <ul style="list-style-type: none"> <li>• Cook</li> <li>• Powerline Technician</li> <li>• Motor Vehicle Body Repairer (Metal and Paint)</li> <li>• Automotive Painter*</li> </ul> Phase 6 Trades (Level 1) <ul style="list-style-type: none"> <li>• Bricklayer</li> <li>• Glazier*</li> <li>• Instrumentation and Control Technician</li> <li>• Partsperson</li> <li>• Roofer</li> </ul> *These trades have out-of-province training
<b>Industry Response Time</b>  Lead: Apprenticeship	This measure tracks if the SATCC responds to 'industry issues' within the 30-day period mandated by its own policy.	The SATCC's policy is to respond to 'industry issues' (i.e. apprentice and employers concerns/needs) within a 30-day time period. The measure tracks the SATCC's effectiveness at meeting this policy goal.	The measure tracks the share of 'green sheets' which are completed within the 30-day timeframe mandated as per SATCC policy.	2014-15 88.5% 2015-16 99.4% 2016-17 100.0% 2017-18 98.9% 2018-19 99.9% (forecast as of Apr. 19)  5 yr. avg. – 97.3%  In management's opinion, a target of 95% represents a minimum standard of excellence.	In management's opinion, a target of 95% represents a minimum standard of excellence.



Measure	Description	Purpose	Methodology	2019-20 Target Explanation	2020-22 Trend Explanation
<b>Ratio Compliance</b>  Lead: Apprenticeship	The SATCC has mandated apprentice to journeyperson ratios within its regulations. The measure tracks how employers comply in this area.	This is a measure to see what percentage of employers are in compliance with regulated apprentice to journeyperson ratios.	The target is the year-to-date percentage of all in-compliance employers inspected by field staff. There is a formal process under development for the selection of worksites to be inspected.	2016-17 99.0% 2017-18 99.0% 2018-19 97.5% (forecast as of Apr. 19)  3 yr. avg. – 98.7%  In management’s opinion, a target of 95% represents a minimum standard of excellence.	In management’s opinion, a target of 95% represents a minimum standard of excellence.
<b>Employer Satisfaction with SATCC Services</b>  Lead: Apprenticeship and Corporate Services	The Employer Satisfaction survey was conducted in 2007, 2010, 2013, 2015 and 2017.  The survey asked customer and service satisfaction questions from 2013 on.	To indicate employer satisfaction with SATCC service delivery.	The target is set using an average of the 2013 to 2017 results of the positive responses to 7 types of service SATCC provides to employers.  2013 91.2% 2015 94.2% 2017 94.7%  Avg. 93.4%	Target of 90% is set for 2019-20 as the survey will be completed by fall 2019.	In 2020-22, the target is set at 90%. In management’s opinion, a target of 90% represents a minimum standard of excellence.
<b>Apprentice Satisfaction with SATCC Services</b>  Lead: Apprenticeship and Corporate Services	The Apprentice Satisfaction survey was conducted in 2007, 2010, 2013, 2015 and 2017.  The survey asked customer and service satisfaction questions from 2013 on.	To indicate apprentice satisfaction with SATCC service delivery.	The result is an average of the positive responses to 10 types of service SATCC provides to apprentices.  2013 91.4% 2015 91.2% 2017 93.7%  Avg. 92.1%	Target of 90% is set for 2019-20 as the survey will be completed by fall 2019.	In 2020-22 the target is set at 90%. In management’s opinion, a target of 90% represents a minimum standard of excellence.
<b>Employee Engagement</b>  Lead: Communications	The Annual Employee Engagement Survey is an internally generated survey which asks employees a number of questions to measure aspects of job satisfaction. The results are tabulated and shared with employees.	Measure SATCC staff satisfaction with their job.	The survey has been administered since 2012.  The target is an average of the percentage of employees who strongly agree or agree with the following statement: “I find my work fulfilling and I look forward to coming to work each day.”	2014 68% 2015 69% 2016 74% 2017 85% 2018 81%  5 yr. avg. – 75%  Target rounded to 80%.	Management has undertaken a number of initiatives to increase employee satisfaction. Management anticipates it will be able to maintain a target of 80%. This represents a stretch target given the amount of change that will occur due to the new IT system coming online.
<b>Share of Registered Apprentices in Technical Training</b>  Lead: Corporate Services	The provincial government grant and tuition fee revenues are sufficient to fund apprentice technical training.	In any given year, only a certain percentage of registered apprentices are ready to attend technical training.	The estimated number of technical training seats purchased in a fiscal year divided by the projected number of registered apprentices on July 1, (for 2018-19, this was 5,270 seats divided by 7,300 apprentices = 72.2% rounded down to 73%)	In 2019-20, the target is 75.0% (4,850 seats divided by 6,400 apprentices = 75.7% rounded down)	The target in the out years is projected to be the same as in 2019-20 as the share of registered apprentices will be approximately 75% through the period.

Measure	Description	Purpose	Methodology	2019-20 Target Explanation	2020-22 Trend Explanation
<b>Technical Training Fill Ratio</b>  Lead: Corporate Services	The SATCC compares the number of technical training seats purchased with the number of technical training seats used by apprentices.	More apprentices are trained the budget used for purchasing technical training seats is used effectively.	The fill rate is calculated using the number of technical training seats purchased being divided by the number of seats filled by apprentices.  (The number of seats purchased and filled includes the upgraders seats as SATCC pays full price for those seats; the number of seats purchased does not include the number of apprentices who attend technical training outside of Saskatchewan.)  The target is set using management's judgement as to what the optimal target is based on past experience and current human resources.	Due to operational changes and a focus on achieving the highest fill rate possible given the human resources available, the target is being set at 95%; the optimal target in management's opinion.  2014-15 99.0% 2015-16 98.7% 2016-17 98.1% 2017-18 96.9% 2018-19 94.6%  (2018-19 value estimated on April 19 numbers)  5-yr Rolling Avg. 97.5% rounded down to 95%	In management's opinion, a target of 95% represents a minimum standard of excellence for this measure. Additionally, there may be unintended consequences when targeting higher levels of performance (e.g. too many classes cancelled delaying apprentice progression).
<b>Administrative Cost Change</b>  Lead: Corporate Services	Measures annual change in administrative costs, including SATCC staff salaries, but excluding training expenses.	The purpose of this measure is track management's efforts to control budgeted administrative expenses, not including amortization, to ensure the efficient operation of the organization.  Training expenses are excluded from this measure since these are not administrative expenses. Rather, training expenses represent the cost of purchasing training seats from training providers.  Amortization is excluded because it's a non-cash expense.	Target ACC = [(Current Year's Budget AE – Previous Year's Budget AE)/Previous Year's Budget AE] x 100  Actual ACC = [(Current Year's Actual AE – Previous Year's Budget AE)/Previous Year's Budget AE] x 100  Administrative Expenses (AE) = [Total Expenses – Training Expenses - Amortization]	Target ACC = [(2019-20 Budget AE – 2018-19 Budget AE)/2018-19 Budget AE] x 100  ACC = [(\$9.060M – \$7.832M)/\$7.832M] x 100 = +15.7%  2018-19 Budget AE = \$7.831M (= \$25.622M - \$17.753M - \$0.039M)  2019-20 Budget AE = \$9.060M (= \$25.944M - \$16.869M - \$0.015M)  The approximate \$1.228M increase in budgeted expenses can be attributed to the following:  Program Integrity Strategy = \$244K  SYA Pilot Program Expansion: \$751K  Regular Operations: \$233K  The ACC with the first two items removed is 3.0%	This measure is to be determined annually based on budget direction and budgetary pressures. Therefore, no targets for out-years will be set.

Measure	Description	Purpose	Methodology	2019-20 Target Explanation	2020-22 Trend Explanation
<b>Sponsorship Revenue</b>  Lead: Communications	Sponsorship revenue generated to support the SYA Industry Scholarship Program and the Apprenticeship Awards Banquet	To defray costs associated with the annual awards banquet and to ensure the continued ability of the SYA scholarship to be awarded, sponsorship revenue is generated.	Average of the past three years of funds raised for the SYA Scholarship Program; and ⅓'s the budgeted cost for the Apprenticeship Awards Banquet	2017-18 Target = \$50K  SYA Industry Scholarship 2015-16 = \$16,000 2016-17 = \$38,000 2017-18 = \$21,000* Average = \$25,000  *April 2018 forecast  Management has reduced its target for scholarships based on feedback from potential sponsors about the likelihood of participation.  The 2018-19 Apprenticeship Awards has a \$40K budget. Goal is to raise \$30K to offset three-quarters of the cost of the awards banquet.	The targets for the out-years are flat-lined based on
<b>Share of Non-Government Revenue (%)</b>  Lead: Corporate Services	The share of revenue generated from non-government sources such as Client Fees, Interest, etc.	Measures the reliance of the SATCC on Government of Saskatchewan funding to generate revenue.	Non-Gov't Revenue = Client Fees + Industry Contributions + Products and Services + Interest  Non-Gov't Revenue Share = (Non-Gov't Revenue/Total Revenue) x 100	Non-Gov't Revenue = \$5.406M  Calculation = \$25.471 – \$20.064M = \$5.407M  Total Revenue = \$25.471M  GRF Grant = \$20.064M  Non-Gov't Revenue Share = (\$5.406M/\$25.471M) x 100 = 21.2% rounded to 20%  *Note: in 2019-20, the SATCC is anticipating receiving \$576K for AMS and \$167K for the SYA expansion pilot program Employment and Social Development Canada (ESDC). If the \$743K total is deducted from both the numerator and denominator, the share falls to 18.9%. This supports rounding the target to 20.0%	Non-Gov't Revenue Share is expected to stay constant at 20.0% given current tuition and administrative fees. The target may increase in the future if new administrative fees are added and/or there are increases in existing tuition/administrative fees. However, these changes are unknown at this time.