SATCC 2017-22 STRATEGIC PLAN (2019-20 Update)

Vital Sign Performance Measures:

Key outcomes that must be monitored closely to watch for changes in trends to indicate a healthy SATCC.

1. Total trades qualifiers and apprentices
2. Real Completion Rate
3. Certificates issues in occupations (when/if Legislation is amended)
4. Total employers
5. Under-represented groups (combine all
6. Maximize efficiencies
7. Employee engagement (or could be a critical standard)

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

2. Deliver High Quality Services Relevant to Industry/Stakeholders

VISION

"A skilled and representative trades workforce, industry trained and certified"

MANDATE

"To develop, promote and execute a relevant, accessible and responsive apprenticeship training and certification system to meet the needs of employers, apprentices, journeypersons and tradespersons."

VALUES

Industry-focus, Collaboration, Responsiveness, Equity, Diversity, Transparency, Accountability, Innovation, Excellence*

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

4. Manage Financial Resources Efficiently and Effectively

Critical Standards Performance Measures:

Key outcomes that must stay in a consistent range over time to indicate a healthy SATCC.

1. Technical training fill ratio
2. Partnerships with all institutions that could train apprentices
3. Trade Board meetings
4. Red Seal pass rate
5. Employer and Apprentice satisfaction with techical training
6. Ratio compliance (Brown leans to this instead of Vital Sign)
7. Share of registered apprentics in technical training
8. Revenue expense ratio

* For definition of the values, see the final page of the Plan

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GOALS (WHAT WILL WE ACCOMPLISH?)	OBJECTIVES (WHERE?)	STRATEGIES (HOW?)	BSC MEASURE (DETERMINE SUCCESS?)	TARGET
1. SATISFY INDUSTRY DEMAND FOR A SKILLED AND CERTIFIED WORKFORCE IN SASKATCHEWAN ["STAKEHOLDERS" INCLUDE EMPLOYERS, APPRENTICES, JOURNEYPERSONS AND TRADESPERSONS]	Involve more Employers, Tradespeople and Apprentices in the apprenticeship and certification system Meet the needs of industry and stakeholders	Be responsive to industry demand by offering technical training and services where apprentices live and work Keep training up to date with new technology and techniques	New Apprentice Registrations Total Apprentices Total Trade Qualifiers Technical Training Seats Alternate delivery options available	
			Employer consultations Trade Board meetings	
		Add the ability to designate and certify occupations - to endorse qualified workers in diverse occupations [may also expand brand, to include both "trades" and "occupations"] Add the ability to designate trades for certification only -	JP Certificates Issued Red Seal Exam Pass Rate Real Completion Rate (RCR)	

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GOALS (WHAT WILL WE ACCOMPLISH?)	OBJECTIVES (WHERE?)	STRATEGIES (HOW?)	BSC MEASURE (DETERMINE SUCCESS?)	TARGET
		no apprenticeship program would be maintained or required for this option.		
	Brand & Reputation Improved Stakeholder and Apprentice Communications, Awareness and Engagement, and Employer Participation Support Increased Engagement of Under-Represented Groups in the Skilled Trades	Improved and expanded communications strategies to: Increase awareness of different options, including Certification-only option (in non-compulsory trades) Increase awareness for employers, Tradespeople and prospective apprentices of benefits of hiring/apprenticing under-represented groups	Total Employers Indigenous Apprentices Female Apprentices Female Apprentices in PMT Visible Minorities Apprentices Persons w/ Disabilities Apprentices	

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GOALS (WHAT WILL WE ACCOMPLISH?)	OBJECTIVES (WHERE?)	STRATEGIES (HOW?)	MEASURE (DETERMINE SUCCESS?)	TARGET
			TBD; New metric comprising financial, employee, all we do: continuous improvement	
			Employer Satisfaction w/ Training Have met 85-90% Apprentice Satisfaction w/ Training Trades Harmonized	
			SATCC Response Time to Industry Is target right, realistic? Have hit 99% so standard; opportunity to grow non-compulsory trades, quality proxy, testing on-site compliance? Ratio Compliance	

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Goals (What Will We Accomplish?)	Objectives (Where?)	Strategies (How?)	Measure (Determine Success?)	Target
3. Equip staff with The Training and Tools to Provide Outstanding Service	Create organizational capacity	Enhance the organization's service culture Streamline functions to increase higher value functions, and reduce inefficiencies in processes for staff	Employer Satisfaction w/ SATCC services Apprentice Satisfaction w/ SATCC services	
	Foster Employee Engagement	Facilitate a culture of appreciation	Employee Engagement Fundamental driver of all performance; have hit 85%: +/- 80% risk tolerance	

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GOALS (WHAT WILL WE ACCOMPLISH?)	OBJECTIVES (WHERE?)	STRATEGIES (HOW?)	MEASURE (DETERMINE SUCCESS?)	TARGET
4. MANAGE FINANCIAL RESOURCES EFFICIENTLY AND EFFECTIVELY	Adequate Financial Resources	Sustainable Government Funding	Share of Registered Apprentices in Technical Training Proxy for adequacy of training, explicitly set "right" target and tolerance @ sweet spot balancing demand / supply: 70% +/- ?	
		Client Fee Revenue	Share of Non-Government Revenue	
		Private sponsorship	Sponsorship and funding evenue	
			Administrative Cost Change Balanced budget, working out systemic deficit, tighten up tolerance range; Admin Cost is sub-metric: +/- 2% risk tolerance	
			Technical Training Fill Ratio	98%

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Appendix

Key to the SATCC Strategic Plan

The Strategic Planning Wheel©

Vision & Mission
Goals (Strategic Imperatives)
Objectives & Milestones
Strategies & Actions & Initiatives
Measures
Values

BrownGovernance

Strategic Planning Definitions

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

Vision: Where are we headed?

Mission: Why do we exist?

Goals: What will we accomplish?

Objectives: What will we see along the way?

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

Actions: What will we do to achieve our strategies?

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

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

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

Values Definitions:

Industry-focus – When carrying out the vision and mandate SATCC focuses on the needs of the employers and employees employed in the designated skilled trades

Collaboration – How SATCC interacts not only with industry and external stakeholders but also internally, how the workplace functions

Responsiveness – Ability to respond to changing conditions and customer interactions as they occur

Equity – Being fair, impartial and reasonable in a way that gives equal opportunity to everyone

Diversity - The inclusion of different types of people (such as people of different races or cultures) in a group or organization both internally and externally

Transparency – Acting in a way that lacks hidden agendas or conditions, accompanied by the availability of full information required for collaboration, cooperation, and collective decision making.

Accountability - Being answerable to an organization's stakeholders for all actions and results

Innovation - Changing processes or creating more effective processes, products and ideas; implementing new ideas or improving existing services

Excellence - A philosophy of the workplace where problem-solving, teamwork, and leadership results in the ongoing improvement in an organization; focusing on the customers' needs, keeping the employees positive and empowered, and continually improving the current activities in the workplace.