

**Saskatchewan Apprenticeship
and Trade Certification Commission**

**STRATEGIC PLANNING FRAMEWORK
2009-2012**

Commission Board approved, May 27, 2009

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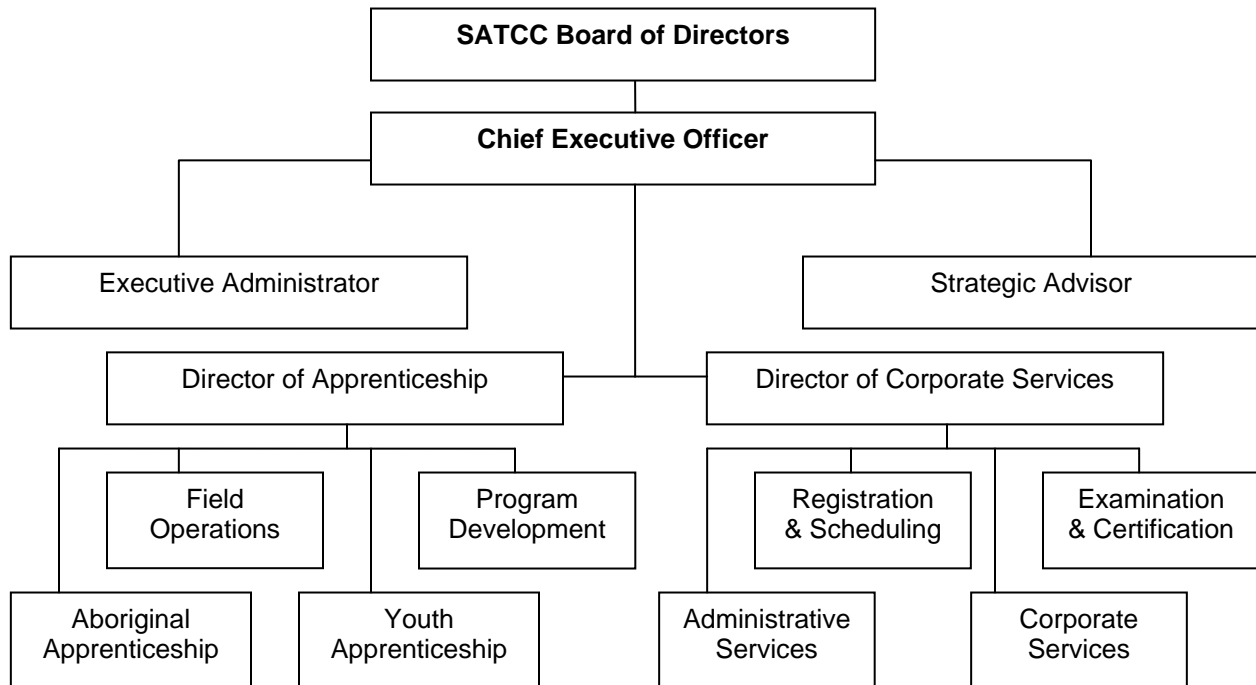
**Saskatchewan Apprenticeship
and Trade Certification Commission**

2009-2012 SATCC STRATEGIC PLAN

A. 2009-2012 SATCC STRATEGIC PLAN

A.1 Organizational Context

Organizational Chart



Accountability Framework

The Apprenticeship and Trade Certification Act 1999 creates the Saskatchewan and Apprenticeship Trade Certification Commission (SATCC) and authorizes it to manage the Apprenticeship and Trade Certification system in Saskatchewan. *The Act* gives the Commission the authority to make regulations to ensure the efficient and effective operation of the apprenticeship system to meet the needs of industry in a timely manner. *The Act* also sets out the Commission's accountability to government and industry.

The Commission features an industry-led governance structure with revenue-generating authority to ensure that program services and training are timely and effective. Industry selects Commission Board members equally from employers and employees. The Board also includes representatives from the provincial government, Saskatchewan Institute of Applied Science and Technology (SIASST) and equity groups. Reporting to the Legislature is done through the Minister Responsible for Advanced Education, Employment and Labour (AEEL).

The Saskatchewan Apprenticeship and Trade Certification Commission (SATCC) strategic operational priorities and key initiatives align with the provincial government

and AEEL strategic direction for 2009-2010, “Saskatchewan: Strong and Steady”. Meeting industry growth needs through the development of a more highly skilled labour force is helping to grow the province’s economy. New and existing programs are helping to retain youth and engage the aboriginal population. Improvements in interprovincial labour mobility are serving a growing provincial economy. The SATCC continues to demonstrate strong leadership in Canada and its efficient operations ensure program effectiveness.

Provincial Accountability

The provincial accountability framework is based on three major components: enhanced strategic planning; performance measurement; and reporting. The Apprenticeship and Trade Certification Commission is subject to the framework. The Provincial Auditor monitors progress on accountability performance and comments on the Commission’s performance as part of his annual audit report.

Alignment with Provincial Priorities

The Saskatchewan provincial vision is:

“A secure and prosperous Saskatchewan, leading the country in economic and population growth, while providing opportunity for a high quality of life for all.”

The Government of Saskatchewan’s vision, strategic goals, and key actions guide the province towards a prosperous future. The “Securing the Future” plan seeks to harness Saskatchewan’s natural, human, and economic advantages to achieve this vision.

The vision identifies three strategic goals: sustain economic growth; secure Saskatchewan as a safe place to live and raise a family; and, to keep government’s promises for operating with integrity and transparency while being accountable to the people of Saskatchewan. Within each goal are strategic themes and actions.

In the following table, the SATCC identifies alignment of its strategic plan to these goals and key actions.

STRATEGIC GOAL	STRATEGIC DIRECTION	SATCC ALIGNMENT
Economic Growth	Highly educated, skilled, and available workforce	Over 9030 apprentices registered in 47 trades, 23 sub-trades – the apprenticeship model integrates on-the-job experience and formalized training.
Economic Growth	Highly educated, skilled, and available workforce	Work with other provinces to ensure labour mobility – 50 trades involved in Red Seal program; Saskatchewan has designated 37 of the 50 Red Seal trades and is host jurisdiction for 5.
Economic Growth	Increased innovation and education in the province	Continue to support innovative programs for youth, aboriginal people, and women.
Economic Growth	Adequate level of support for economic development	Industry-support for apprenticeship and sufficient training capacity in the post-secondary system for trades.

Economic Growth	Effective labour force development	Over 9030 apprentices registered; programs for equity groups; labour market matching; competencies matched with employer needs.
Economic Growth	Infrastructure to support industry and economic activity	Skilled trades on the job and technical training and certification programs.
Economic Growth	Leadership in communication and cooperation of provinces in the "New West"	Supports Saskatchewan as a leader in national and interprovincial apprenticeship and skilled trade committees and organizations.
Economic Growth	Keep young people in Saskatchewan	Saskatchewan Youth Apprenticeship (SYA) Program implemented and expanding at a rapid rate.
Accountability	Financial and operational transparency and accountability	Full compliance with financial standards; accountability model ensures focus on measurable outcomes.
Accountability	Strong partnerships with First Nations and Métis	Aboriginal Apprenticeship Initiatives (AAI) operated and expanded over past six years.
Accountability	Balanced budgets and reduction of debt	SATCC manages any funds accumulated to ensure the surplus policy is being adhered to.
Accountability	Professional Public Service	Highly skilled and knowledgeable employee group and experienced management team
Accountability	Manage with fiscal responsibility	Adhere to accepted financial and accountability standards.

A.2 Environmental Scan

The SATCC is influenced by many national and provincial trends that have an impact on the environment in which the Commission operates in both the short- and medium-term.

Current Demand

Saskatchewan continues to experience high demand for skilled trades people. The number of apprentices registered with the SATCC has risen to approximately 9030 at April 30, 2009, from 5,436 at June 30, 2005.

The Commission is currently registering an average of 246 new apprentices every month. In the 2007-08 fiscal year, an additional 2,853 new apprentices registered with SATCC. This is an increase of 18% over the previous year. From July 1, 2005 to June 30, 2008, 2,506 apprentices completed all requirements for trades certification, received their Certificates of Qualification and became journeypersons. Another 807 experienced tradespeople received journeyperson status through the trades certification process.

In 2007–08, 3,800 apprentices attended technical training compared to 3,000 in 2005-06. In the 2008-09 training year, 4,700 apprentices are expected to take technical training.

Apprenticeship is the most cost-effective training system within the post-secondary sector in terms of public sector investment. It costs the public treasury about 1/4 to 1/3 that of pre-employment training or other forms of education and training in which students attend publicly funded training institutions full-time for several years.

Apprentices have a very high employment rate (since admission into and progression through the program is based on work experience), thereby ensuring that the investment in training is relevant and targeted to individuals who are working in Saskatchewan and are likely to continue working in the trade.

Trends in the Labour Market

Similar to the rest of Canada, Saskatchewan faces a shifting workforce and an influx of workers into the workforce from “Generation X” (persons born 1961-1979) and “Generation Y” (persons born 1975-1995). Many demographers have characterized these new workers as having more realistic views of work and less brand loyalty than the workers of the so-called ‘boomer’ generation¹. At the same time as boomers are retiring, the economies of Western Canada are very buoyant. Both younger workers (ages 15-24) and older workers (age 55+) are increasing their share of the labour market – in the case of older workers, this is partly a result of an increase in the absolute size of this cohort².

Saskatchewan’s demographics are increasingly a cause for concern among employers of skilled trades workers. While both the absolute numbers of older workers and their share of the workforce continue to grow, it is also true that in the near future, there will be a shortage of skilled workers to fill available jobs³.

Saskatchewan has a growing and relatively young Aboriginal population and this is seen as providing a ready source for replacement of retiring workers. While recruitment among this demographic has been fruitful, retention of Aboriginal workers in the skilled trades has not met anticipated levels. Other designated groups have shown similar trends. Marginalized workers will require additional efforts and supports from industry, educators, and government agencies to prepare them to work and succeed in skilled trades careers to ensure that the workplace accepts them on an equal basis.

Participation in the labour market for working age Aboriginals in 2007-2008 improved (employment rates increased from 64% to 66%), but for the First Nations (off-reserve) cohort, it remains at about 59%, some 25% less than the non-Aboriginal population⁴. On a more positive note, participation rates for Aboriginals who completed high school jumped to 75%.

Proposed Saskatchewan government initiatives will promote Saskatchewan as a destination of choice for immigrants. This will lead to increased immigration and opportunities for employers to explore another source of skilled trades workers. The Commission must be prepared to engage with immigrant serving agencies to maximize this opportunity and minimize the time required to process foreign trained workers into apprenticeship and trade certification.

¹ Dr. Linda Duxbury, op cit

² Elliott, D. *SaskTrends Monitor*, 2007 December

³ "A Perfect Storm" Urban Futures Institute 2006

⁴ Elliott, D. personal communication to A. Hackman 2008 February 06

Competition for Labour

In 2007, the greatest growth in trades-related employment was once again the construction sector (+8.3%) followed by manufacturing. *SaskTrends Monitor* predicts that many low-paid jobs will simply not be filled because of the pull from higher-paid industries. Since apprenticeship trades run the spectrum from \$10/hour jobs in the service industry to \$30+/hour jobs in the resource and utility sectors, the Commission may continue to see a decline in the number of apprentices in the service sector while the production and maintenance sectors continue to grow. This trend is already apparent in the past five years, the number of apprentices in the former trades sector has fallen 27% while the production and maintenance sectors saw a growth of 45% in the number of apprentices.

The Construction Sector Council report of 2007-2015 predicts tight labour markets in most trades over the period in question. All sectors continue to aggressively promote their industries and career opportunities therein. In Alberta, government, industry, educators and community groups are collaborating on strategies to recruit, train and retain workers in all sectors⁵ and this makes it doubly important that the Commission be involved in similar initiatives in Saskatchewan.

Changing Work

Capital investments to improve productivity in Saskatchewan lagged behind most of the rest of the country (the exception being the oil and gas industry). Construction and manufacturing face upward pressure on wages and are likely to invest further in labour-saving technology as time goes on. The Commission has also invested in development of online programs for upgrader and updater courses to allow workers to remain productively employed while preparing to challenge a certification examination or to learn new codes or practices. Given the increased complexity of most trades, it is critical that workers have the Essential Skills (literacy, numeracy, and communications) that will allow them to be successful⁶. Access to evaluation and remedial programming for apprentices or candidates for examination may be necessary. As a consequence of an injection of workers from Generation Y into the workplace, supervisors and lead hands will need to adapt their styles and approaches to the expectations of this new generation of workers.

The Increase in the Aboriginal Population

While there is some divergence among the various agencies in their projections of Aboriginal population growth⁷, the Aboriginal population is projected to comprise some 18% of the working age population by 2015. Saskatchewan's Aboriginals comprise some 14.9% of the population as of the 2006 census, second only to Manitoba's 15.5%⁸. In the longer term, this growth in population holds promise, but in the period to

⁵ See <http://www.employment.alberta.ca/cps/rde/xchg/hre/hs.xsl/4089.html>

⁶ Construction Sector Council, *Essential Skills Strategy for the Construction Industry*, p.9

⁷ Elliott, D. *SaskTrends Monitor*, 2005 June

⁸ Elliott, D. *SaskTrends Monitor*, 2008 January

2012, when the labour demand will be highest, the pool of Aboriginal trades workers will continue to be in a developmental phase. Off-reserve employment participation rates are expected to continue to increase and suggestions have been made for increasing the Aboriginal component of the workforce on major projects. However, the typical apprenticeship route has not produced the expected numbers which means it is unlikely that Aboriginal workers will fill the immediate labour deficit. The Commission is completing research on the outcomes of Aboriginal Apprenticeship Initiatives and continues to support other initiatives such as the Saskatchewan Indian Institute of Technologies (SIIT)-led Construction Careers or CORCAN programs for low-risk offenders.

In 2007-08, the Commission undertook a study of the outcomes of the first five years of the Aboriginal Apprenticeship Initiatives (AAI). The results of that study lead the Commission to implement new approaches in the program. The Commission has drafted a policy that more closely ties the acceptance of AAI proposals to economic prospects in a community or region, and expands the range of eligible training for funding. That policy is currently under review by stakeholders.

The Demands on the Technical Training System

Over the past several years, the provincial government has committed additional funding for technical training (both apprenticeship and pre-employment). With the very large increase in the total number of registered apprentices from 2005 to 2008, the training providers have been innovative in accommodating the increased demand. Better use of technology will also alleviate some of the demand for upgrader and updater programming.

Province-wide implementation of the Saskatchewan Youth Apprenticeship (SYA) Program has resulted in increased workload for all Commission staff, including the SYA Liaisons. Queries from interested students and parents, and requests for references by employers will continue to increase. The Commission must be prepared to respond to these queries. Building partnerships with various industry groups and training providers will be critical to success in transitioning candidates from high school to the apprenticeship program.

A.3 Risk Analysis

The major risk areas which the Commission identified when developing the strategic plan are described in the following section.

Growth in Apprenticeship

Through the mid-1990s to the end of 2006, the number of new apprentice registrations, the number of apprentices attending technical training, the number of apprentices completing and certifying and the number of tradespeople achieving certification through alternate methods (RPL) remained relatively stable.

Since 2006, the numbers began to rise. This resurgence in apprenticeship and trade certification, mainly the result of improved economic conditions, has created huge demands on the system for more training seats. Investment in the system has increased, both from government grants and fees generated by the SATCC.

At this juncture in 2009, the demand for training has overtaken the ability to purchase sufficient apprenticeship technical training seats.

In 2005–2006, the SATCC registered 2,101 new apprenticeship agreements, 894 apprentices had completed all requirements and had been certified and 270 tradespeople had certified through the trade certification (RPL) process. The total number of apprentices engaged in the system stood at 5,915 on June 30, 2006.

The revenue for the SATCC in 2005-2006 was \$12,220,900, consisting of the provincial grant of \$10,847,500 and fees generated by the SATCC of \$1,250,900. In the 2005-2006 training year (July 1, 2005 to June 30, 2006), 2,940 apprenticeship technical training seats were purchased.

In the first 10 months of 2008-2009, the SATCC received 2,591 apprentice applications and registered 2,562 new apprenticeship agreements, 746 apprentices completed all requirements and had been certified and 132 tradespeople had certified through the trade certification (RPL) process. The total number of apprentices engaged in the system stood at 9,037 on April 30, 2009.

The revenue budget for the SATCC in 2008-2009 was \$15,990,800 consisting of the provincial grant of \$14,006,000 and client fees generated by the SATCC of \$1,869,600. In October 2008, the Ministry of AEEL provided one time funding of \$3.5 M to purchase an additional 900 technical training seats. In the 2008-2009 training year (July 1, 2008 to June 30, 2009), 5,304 apprenticeship technical training seats were purchased.

The number of new apprentices registering agreements has not slowed. Over the past year, the SATCC has been registering, on average, 246 new apprentices each month. The SATCC, in its analysis of demand for apprenticeship technical training, identified the requirement for 5,544 training seats in 2009-2010.

Even in a global economy that has recently cooled, the numbers continue to rise. Several factors influence this growth: a recognition that skills shortages exist and are negatively impacting Saskatchewan businesses; more employers are engaging and/or re-engaging the apprenticeship and trade certification system; a very successful SYA Program is creating better awareness of careers in the skilled trades; and, the Federal Government now provides two grants for apprentices, the Apprenticeship Incentive Grant (AIG) and the Apprenticeship Completion Grant (ACG). Additional growth in the number of apprentices could result from proposed relaxed supervision ratios for the skilled trades and provincial and federal job creation strategies.

Apprenticeship Technical Training Capacity

The non-university, post-secondary education and training system may be at risk of not being able to meet the training needs of Saskatchewan's labour market. Apart from the requirement for expanded physical facilities, the ability of training providers to attract, retain and develop instructional staff in an intense labour market is a major concern. When capacity under the current model is exceeded, other formats (extended day, off-site or online learning for a part of each level) need to be considered. Convincing industry that training in alternate formats can produce the same successful outcomes as the traditional model will be a challenge.

Another risk is that institutions may be restrained by existing structures and collective agreements from offering alternative models of training, resulting in intakes being delayed. The potential backlog could exacerbate the skills shortage over the next few years.

Part of the ongoing strategy will be to encourage collaboration and innovation between all parties to deliver training in the most appropriate fashion. Considerably more effort needs to be placed into ensuring upgrader training is available to more trades through a delivery method which is consistent with the learner's needs.

The Commitment of Employers to Apprenticeship and Trade Certification

From the Commission's perspective, employers who engage apprentices already have demonstrated a commitment to train and certify their workers to national industry standards. There is significant opportunity to engage employers, especially public sector employers, who have not historically participated in the apprenticeship program, but have chosen to hire certified journeypersons away from other employers. It would be beneficial for these employers to understand the value of investing in training apprentices rather than hoping that pre-employment training and journeyperson poaching will solve their labour skills shortage.

Several solutions to this problem have been proposed from various quarters. These range from closing the gap in wages in order to retain the worker (may be impractical for firms that are marginally profitable or who are in the highly-competitive service sector) to compulsory apprenticeship in all trades (problematic for start-ups in the service industries and for the one or two person shops) to provincial policies that will support the training employer.

The Commission will continue to invest in workplace consultations and other employer/employee engagements to promote apprenticeship and the mobility of labour as the best option for industry. There is value in promoting workplace based training as having merit in its own right. At the same time, there are reasons to hope that the public and Crown sectors will commit to hiring apprentices in numbers more commensurate with their capacity to do so⁹.

⁹ McElree, W. *Apprenticeship Employment in the Public Sector: an opportunity that is overdue*, 2008 January
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Attracting, Training and Motivating Staff

The Commission employs a workforce that is highly-skilled and educated, but with an average age significantly higher than similar workplaces in the private sector. The out-of-scope managers are eligible for retirement in the current fiscal year, as are a substantial number of in-scope staff. At the same time, front-line client service staff is characterized by high turnover rates, resulting in increased training costs and lost productivity as new people are brought on stream. The challenge will be to present the Commission to the public as an employer of choice that will provide challenging and interesting opportunities in a supportive team atmosphere.

In a learning organization such as the Commission, employee development and lifelong learning are key factors in providing exemplary service to clients. Critical service focuses on the areas of assessment of trade experience, program development, one-on-one counseling of apprentices and tradespersons, and registration of apprentices for technical training. In the new economy, where outstanding service and rapid decision-making are the keys to relevance, there is a need to ensure that service standards are maintained and enhanced.

As a responsible training organization, the Commission recognizes and accepts that employees will gain training and experience during their employment at the Commission, and will move on to other opportunities both within government and the private sector.

It is equally important to provide a work environment that allows employees to work efficiently, allows for service excellence, ensures the security of client records and exams and provides a pleasant and comfortable atmosphere for employees and clients.

As the number of registered apprentices grows and the labour market tightens, more difficulties are being experienced in filling vacant staff positions. Choices will need to be made between reducing the level of service, realigning existing resources to shore up key functions and adapting and implementing technologies and strategies to change how the work is done. In these scenarios, the Commission will encounter impediments - human, financial, infrastructure and technical.

Availability of Alternate Training Delivery Formats

SIASST delivers approximately 85% of apprenticeship training. As opportunities for rural and distributed delivery in various formats are proposed, the Commission will need a commitment from both SIASST and regional colleges to work together to manage the development and delivery of training in a cost-effective manner. As part of any initiative, the Commission will monitor and evaluate the outcomes of these initiatives.

Chapter 7 Agreement on Internal Trade (AIT) for Skilled Trades and Potential Impact to the SATCC

In 2008, the Council of the Federation agreed to amend the AIT by January 1, 2009 to provide that any worker certified for an occupation by a regulatory authority of one

province or territory shall be recognized as qualified to practice that occupation by all other provinces and territories. Premiers further directed that any exceptions to full labour mobility must be clearly identified and justified as necessary to meet a legitimate objective such as the protection of public health or safety.

Premiers also announced an enhanced and effective dispute resolution mechanism to enforce AIT dispute panel recommendations for government-to-government disputes. The strengthened mechanism includes the use of monetary penalties to a maximum of \$5 million and will apply to all disputes under the AIT - including labour mobility.

The Committee on Internal Trade (CIT) approved the new Chapter 7 of the AIT on December 5, 2008 and it was endorsed by all First Ministers on January 16, 2009. The new Chapter came into force on April 1, 2009.

Nothing in the 1994 version of the AIT limited its application exclusively to the Red Seal trades. However, in practice, compliance with the AIT for skilled trades has generally been equated with participation in the Red Seal Program. The revised Chapter 7 recognizes the Red Seal Program and developed a means of establishing common standards for skilled trades, but also moves beyond Red Seal trades to ensure that certified workers without the Red Seal endorsement are recognized as qualified to practice in other provinces/territories. This means that certified workers without the Red Seal endorsement working in Red Seal trades will enjoy labour mobility across Canada without restriction.

Labour mobility is also expanded to certified workers in non-Red Seal trades. In anticipation of the changes to AIT in 2008, the Canadian Council of Directors of Apprenticeship (CCDA) undertook a review of all apprenticeship trades across Canada. To focus the process, the CCDA explored trades that were compulsory in one jurisdiction and designated in at least two. In the voluntary trades a worker is not required to be certified in order to practice the trade in a province or territory. As a result, CCDA identified 21 non-Red Seal trades that could potentially have labour mobility issues. Matching work is ongoing and trades matched under this process will enjoy labour mobility.

A designated voluntary trade is one where apprenticeship training and certification is available, but a worker is not required to be an apprentice or a certified journeyman to work in the trade. In general, there are no labour mobility restrictions for workers in these trades.

There is no obligation under the AIT for a province/territory to issue a journeyman certificate when the worker's current certificate is recognized by the jurisdiction.

The current process to recognize out of province certificates impacts only the four compulsory certification trades in Saskatchewan (Electrician, Plumber, Refrigeration and Air Conditioning Mechanic, Sheet Metal Worker) and the regulated trade of Hairstylist. Certificate holders from other jurisdictions with a Red Seal endorsement were not required to engage in an assessment and/or re-certification process. However, certificate holders from another jurisdiction without the Red Seal endorsement

are required to pay a fee of \$480, have their certification validated with the home jurisdiction and write the interprovincial examination to acquire Red Seal endorsement.

Under the revised Chapter 7 of the AIT, certificate holders from another jurisdiction without Red Seal endorsement will not be required to engage in an assessment and/or re-certification process if the scope of the occupation in their home jurisdiction is equivalent to the scope of the occupation in the receiving jurisdiction.

The loss in revenue from the new process will amount to approximately \$5000/annum and is not significant. However, staff will need to re-orient to the new process and educate industry stakeholders who may not understand the requirements and implications.

A.4 Vision and Mandate

SATCC Vision

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

SATCC Mandate

To develop and execute a relevant, accessible and responsive apprenticeship training and certification system to meet the needs of employers, apprentices, journeypersons and tradespersons. This mandate is based on *The Apprenticeship and Trade Certification Act, 1999* and *The Apprenticeship and Trade Certification Regulations*.

A.5 Goals, Key Actions, Outcomes and Performance Measures

Goal 1

Service Delivery Excellence - To identify, develop, deliver, and evaluate services and service targets to meet the needs of internal and external clients.

Key Actions

2009-10	2010-11	2011-12
Ensure programs and services are delivered to apprentices, employers and tradespeople to meet the SATCC quality of service standard	Ensure programs and services are delivered to apprentices, employers and tradespeople to meet the SATCC quality of service standard	Ensure programs and services are delivered to apprentices, employers and tradespeople to meet the SATCC quality of service standard

Outcomes and Performance Measures:

- Increased number of registered apprentices
- Increased new apprentice registrations
- Deliver apprentice technical training required by registered apprentices
- Allowance claims processed in expedient manner
- Increased number of employer consultations

Work experience assessments processed in expedient manner
 Learning disability assessments processed in expedient manner
 Written examinations marked and returned in expedient manner
 Practical examinations marked and returned in expedient manner
 Increased Journey person certificates issued
 Industry Board/Committees meetings as required
 Communicate with each new apprentice at least once during the year to explain the on-the-job training guides and the role of mentors
 Implement Essential Skills profiles in all SATCC designated trades

Goal 2

Staff Resources - To recruit and maintain a positive, flexible, and knowledgeable staff with access to training for innovative and technological change to ensure successive growth.

Key Actions

2009-10	2010-11	2011-12
Staff Training and Development Plan budget set at 1.5% of SATCC total salary budget	Staff Training and Development Plan budget set at 1.5% of SATCC total salary budget	Evaluate and adjust as necessary the Staff Training and Development Plan budget
Continued implementation of SATCC Staff Training and Development Plan for all employees (e.g. client service, change management, technology change, equity awareness) and expanded to add a personal well-being dimension (e.g. retirement planning, aging parents)	Continued implementation of SATCC Staff Training and Development Plan for all employees (e.g. client service, change management, technology change, equity awareness) and expanded to add a personal well-being dimension (e.g. retirement planning, aging parents)	Evaluate SATCC Staff Training and Development Plan and adjust as necessary
Implement governance and leadership training for Board members and senior management	Continue implementation of governance and leadership training for Board members and senior management	Evaluate and adjust governance and leadership training for Board members and senior management as necessary
Operation procedures manual updated as required	Operation procedures manual updated as required	Operation procedures manual updated as required

Staff meetings held to review program and service operations as required to maintain service excellence	Staff meetings held to review program and service operations as required to maintain service excellence	Staff meetings held to evaluate and review program and service operations as required to maintain service excellence
Renovate SATCC's Regina office space to ensure the comfort, safety and security of staff and improve efficiency in operations	Complete SATCC Regina renovations	Review all SATCC locations/space and upgrade as necessary

Outcomes and Performance Measures:

Efficient staff with superior customer service and management skills
 Low turnover rate at SATCC

Goal 3

To promote apprenticeship as a valuable and rewarding career choice.

Key Actions

2009-10	2010-11	2011-12
Analyse the SYA and programs for efficiencies, enhancement and implement	Develop and implement customized data base for SYA program	Evaluate and review SYA program as necessary
Revise AAI program eligibility parameters and evaluate changes	Evaluate AAI and revised program as necessary	Evaluate and review AAI as necessary
Revise and document process of assessing foreign work experience Work with immigrant serving agencies, SIAST and other government agencies to create a transitional path to employment, training and trade certification for new Canadians	Evaluate for efficiencies and enhancements Work with immigrant serving agencies, SIAST and other government agencies to create a transitional path to employment, training and trade certification for new Canadians	Maintain and improve Work with immigrant serving agencies, SIAST and other government agencies to create a transitional path to employment, training and trade certification for new Canadians

Actively support SIAST Foreign Credential Program	Actively support SIAST Foreign Credential Program	Actively support SIAST Foreign Credential Program
Through board membership and financial contribution, support the operations of the Regina and Saskatoon Trades and Skills Centres to promote articulation of short-term programming with designated trades	Through board membership and financial contribution, support the operations of the Regina and Saskatoon Trades and Skills Centres to promote articulation of short-term programming with designated trades	Through board membership and financial contribution, support the operations of the Regina and Saskatoon Trades and Skills Centres to promote articulation of short-term programming with designated trades

Outcomes and Performance Measures:

Increase in apprenticeship registrations from diversity groups

Increase in foreign skilled tradespeople available to work in Saskatchewan

Goal 4

Communication - To develop timely, accurate and clear communication methods based on what is needed to communicate and with whom we want to communicate.

Key Actions

2009-10	2010-11	2011-12
Identify, develop and implement organizational communication needs	Evaluate, revise, and renew organizational communication themes	Identify, develop and implement organizational communication needs
Incorporate key messages from AEEL and provincial government to ensure strategic alignment	Incorporate key messages from AEEL and provincial government to ensure strategic alignment	Incorporate key messages from AEEL and provincial government to ensure strategic alignment
Develop key messages for stakeholders and the general public	Develop key messages for stakeholders and the general public	Develop key messages for stakeholders and the general public

Outcomes and Performance Measures:

Increase awareness of apprenticeship and skilled trades as a career option to targeted diversity groups and the general public.

Increase in numbers of employers participating in apprenticeship training and trade certification.

Increased public recognition that careers in the skilled trades provides rewarding career opportunities.

Goal 5

Managing Financial Resources - To ensure sufficient financial resources for the continued delivery of service to internal and external clients.

Key Actions

2009-10	2010-11	2011-12
Identify needs and changes to operations to forecast financial needs	Identify needs and changes to operations to forecast financial needs	Identify needs and changes to operations to forecast financial needs
Identify needs and stakeholders resources and projects	Contact stakeholders and initiate if possible	Contact stakeholders and initiate if possible
Determine processes for streamlining (includes technical options and office structures)	Determine processes for streamlining (includes technical options and office structures)	Determine processes for streamlining (includes technical options and office structures)

Outcomes and Performance Measures:

Develop annual budget

Meet revenue generation target of 10%

Identify project priorities and prioritize operations with stakeholders

Financial support, eliminate redundancies

Access to new data and statistics

Develop and implement technical options

Identify top two priorities and streamline

Goal 6

Innovation - Improve processes and technology to streamline programs and activities to provide consistent, accurate information and services to internal and external clients.

Key Actions

2009-10	2010-11	2011-12
Implement a plan for regular review of new or key initiatives (eg AAI, SYA, online training)	Regular review of new or key initiatives	Regular review of new or key initiatives
Undertake a pilot initiative to deliver specialized training, such as electrician upgrading through internet delivery	Evaluate and revise or add more training as necessary	Evaluate and revise as necessary
Finalize a field services work plan for each district based on industry, demographics and key partners in the district	Evaluate and revise as necessary	Evaluate and revise as necessary
Identify and encourage innovative and collaborative approaches to technical training by employers, unions, SIAST, regional colleges and other training partners	Identify and encourage innovative and collaborative approaches to technical training by employers, unions, SIAST, regional colleges and other training partners	Identify and encourage innovative and collaborative approaches to technical training by employers, unions, SIAST, regional colleges and other training partners
Identify, operational and program efficiencies through the implementation of new technology	Continue to identify, operational and program efficiencies through the implementation of new technology	Continue to identify, operational and program efficiencies through the implementation of new technology

Outcomes:

Increased productivity
 Reduced human error
 Expedited service
 Consistent application of internal processes and policies
 Consistent service/information to apprentices/clients
 Increased industry satisfaction