



Saskatchewan
Apprenticeship and
Trade Certification
Commission



2016-17 Business Plan

SATCC VISION AND MANDATE

Vision

A skilled and representative
workforce
Industry trained and certified.

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

SATCC OVERVIEW

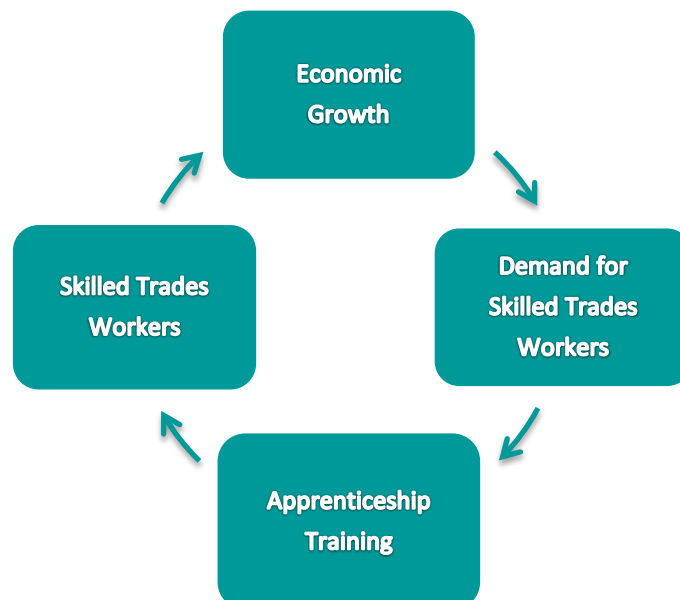
The Apprenticeship and Trade Certification Act, 1999 (the Act) provides the Saskatchewan Apprenticeship and Trade Certification Commission (SATCC) with the mandate to manage the apprenticeship and trade certification system in Saskatchewan. The Act gives the SATCC the authority to make regulations to ensure the efficient and effective operation of the apprenticeship system to meet the needs of industry in a timely manner, including monitoring of apprentice to journeyman ratios. It also 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.

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 apprentices 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 reduces some economic growth barriers. Apprentices and journeymen are integral to many sectors of Saskatchewan's economy – residential, commercial and institutional construction and maintenance, tourism, mining, agricultural, automotive and oil and gas.



Notwithstanding the current economic down turn in commodity prices and the oil and gas industry, Saskatchewan's demand for skilled tradespeople continues. In order to continue to

"Even under a scenario with lower commodity prices and declining investment that reduces long-term labour requirements, there is still momentum in the Saskatchewan construction industry.

Under the 2016 outlook scenario the strongest phase of the resources expansion in Canada has passed but Saskatchewan's construction expansion still has momentum."

*- Buildforce Canada 2016-2015
Construction Looking Forward*

grow the economy, this demand must be met. In addition to supplying the skilled labour necessary for infrastructure development and maintenance, certified journeypersons also become entrepreneurs and leaders in industry.

The majority of Saskatchewan's apprentices are employed in the construction sector. The demand in this sector is forecast to remain high over a number of years into the future. Construction employment in Saskatchewan has more than doubled in the past decade (adding 24,000 new jobs) and had the strongest expansion in Canada.¹

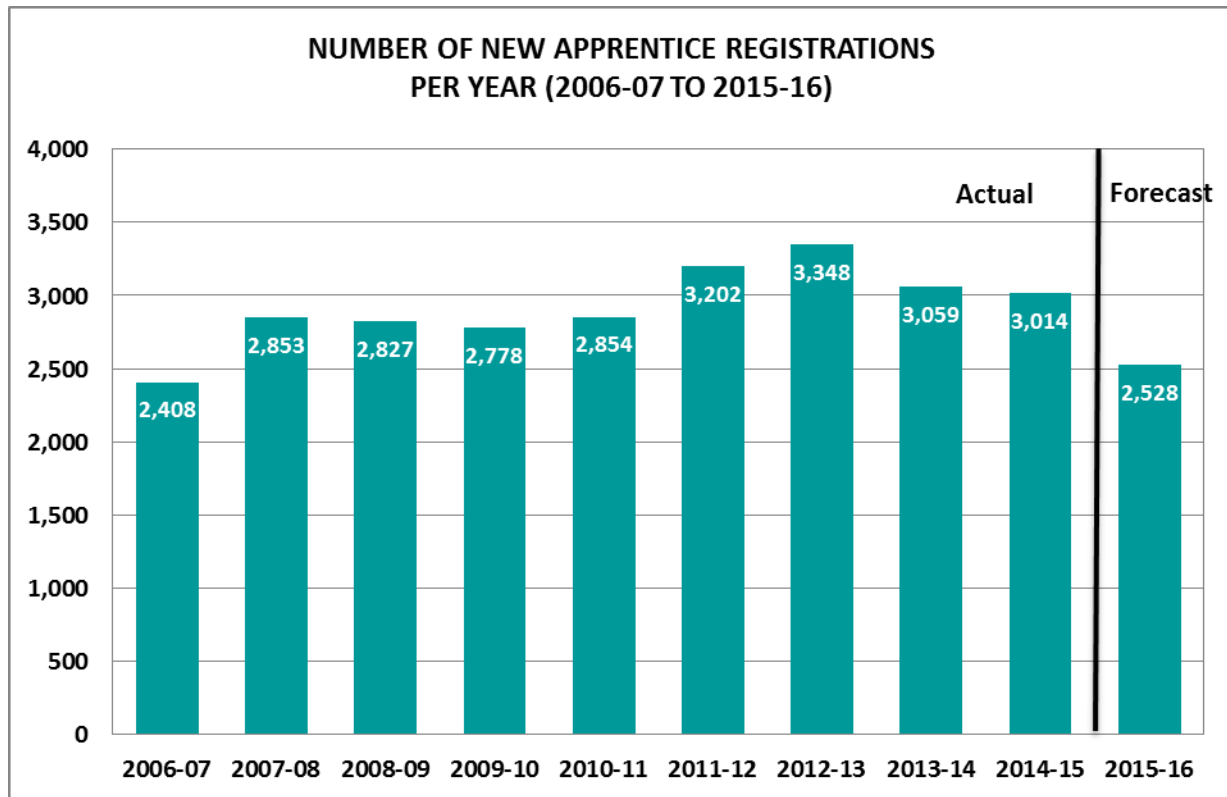
BuildForce Canada projects that Saskatchewan will need an additional 2,000 new construction workers over the next 10 years, taking into account both those leaving the industry (e.g. retirements) and additional workers required to meet continued growth. This suggests the

demand for new apprentices and journeypersons will continue to grow, albeit at a more moderate rate than over the last 10 years.

¹ BuildForce Canada, "2015-2014 Key Highlights: Construction and Maintenance Looking Forward, Saskatchewan"

GROWTH IMPLICATIONS

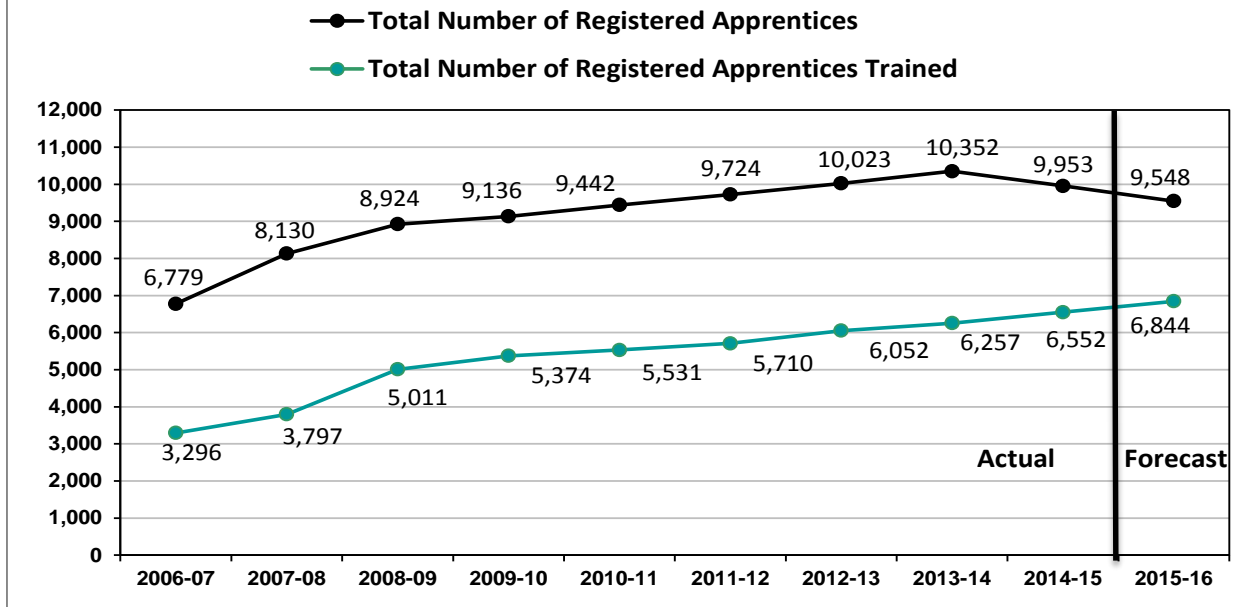
The SATCC has consistently met the increased demand for apprentice training seats and courses resulting from increasing numbers of new apprentice registrations. The chart below shows that new apprentice registrations increased about 44 per cent over the last ten years or approximately 2.4 per cent annually. New registrations have levelled off for the past three years from the peak of 3,348 registrations in 2012-13 (note: the value for 2015-16 is a forecast).



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 for one to two years before declining.

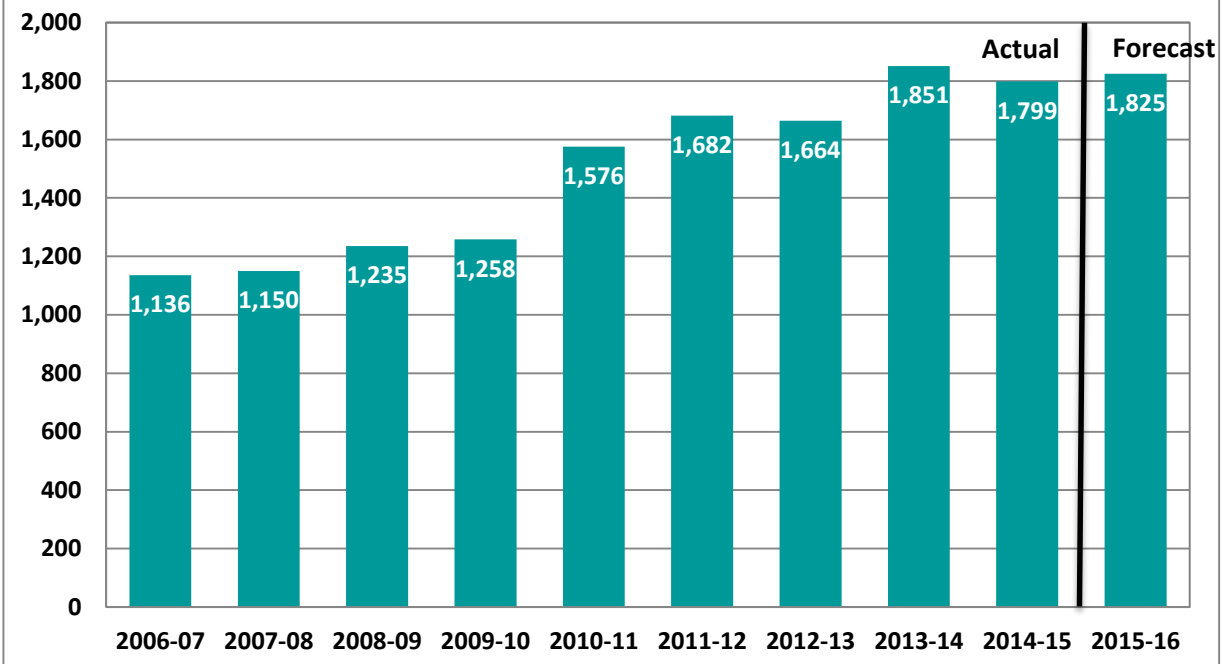
The number of apprentices attending technical training rose from 3,296 apprentices in 2006-07 to 6,844 apprentices forecasted for 2015-16, an increase of 106.9 per cent. This was facilitated by increased funding for training seats, internal SATCC process improvements and continued strong partnerships with technical training providers.

NUMBER OF REGISTERED APPRENTICES AND APPRENTICES TRAINED (2006-07 TO 2015-16)



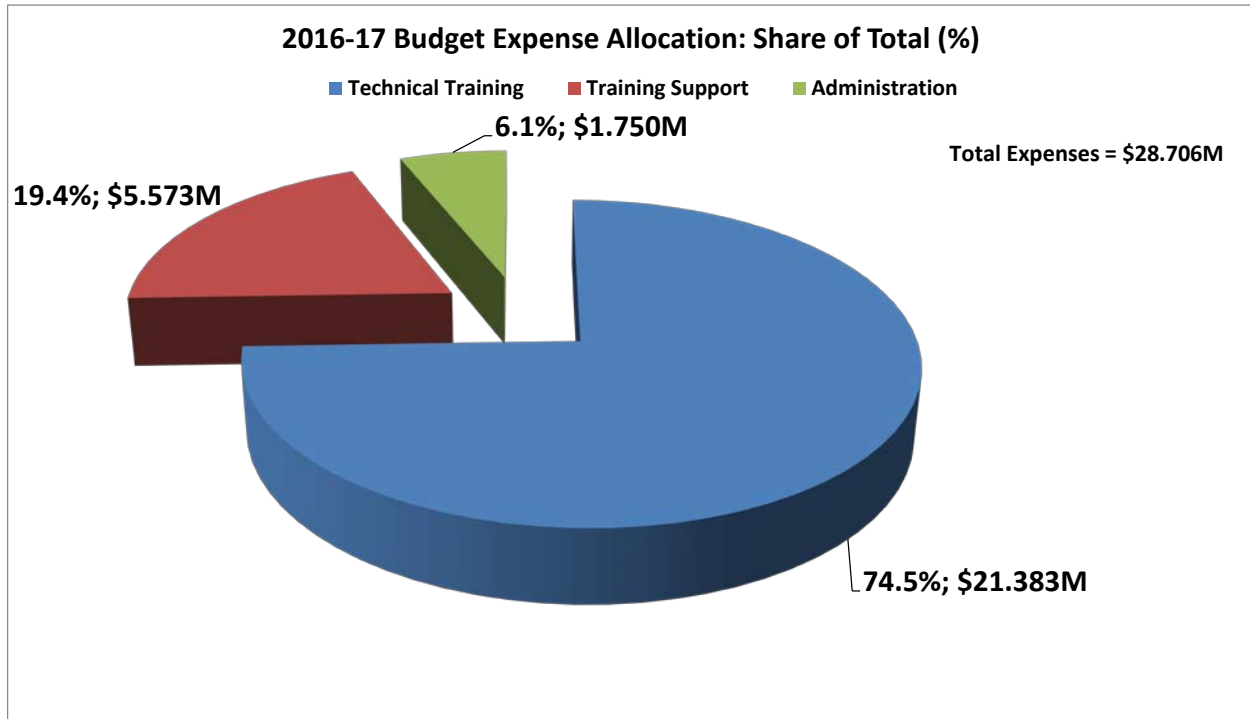
Between 2006-07 and 2015-16, the number of journeyperson certifications achieved rose by 60.7 per cent from 1,136 to a forecast of 1,825 for 2015-16, respectively. Similar to the demand for training seats, there is a lag of between four to six years between the increases in the number of apprentices registered and the number of journeyperson certificates issued.

NUMBER OF JOURNEYPerson CERTIFICATES ISSUED PER YEAR (2006-07 TO 2015-16)



The majority of the SATCC's costs are tied to training needs, leaving little discretionary funding available. For example, in the 2016-17 SATCC budget:

- 74.5 per cent is allocated to training institutions for technical training costs;
- Approximately 19.4 per cent will be spent on training supports; and
- About 6.1 per cent will be spent on administration costs.



The SATCC can use money within its Unrestricted Surplus – Excess over Minimum fund to absorb deficits. However, this is unsustainable over a long period of time and/or if substantial deficits are incurred.

The SATCC manages its expenses carefully and has focused on process efficiency. This allows the organization to provide quality service while limiting expense growth. The SATCC is looking at technologically supportive approaches to further sustain and grow apprenticeship training in an efficient manner. The SATCC has reviewed the risk of not making sufficient training available in addition to revenue and cost control strategies.

The SATCC prioritizes its efforts to meet industry's labour market demand, develop a skilled workforce in the province while supporting the growth of Saskatchewan's economy. The SATCC focuses funding and staff resources on its four major priorities:

- Training apprentices;
- Certifying tradespeople;
- Promoting apprenticeship; and
- Regulating the apprenticeship system.

RISK ANALYSIS

The following risks, identified through the SATCC enterprise risk assessment and planning process, may impact the 2016-17 Business plan. These risks have been identified in the high or moderate category. This means the risk is assessed as having a high or moderate impact to the organization and/or a high or moderate likelihood of occurrence.

Economy & Labour Market

Saskatchewan's economy had been strong for the past several years until the recent decline in the world price for oil. Between 2009 and 2014, the Ministry of Finance reports that Saskatchewan's economy had the second highest growth of any provincial economy (second to only Alberta).² The province enjoyed strong performance across a variety of sectors such as mining, manufacturing and construction. This growth was, in part, fueled by a strong rebound in export growth starting in approximately 2009.

Saskatchewan also enjoyed strong population growth during this same period. Between 2010 and 2015, Saskatchewan had the second highest population growth of any province at a total of 7.8 per cent (second to Alberta).³ Saskatchewan's population was 1.134 million people as at July 1, 2015, which is approximately 82,000 people more than the same date in 2010.⁴

The combination of strong economic and population growth through this period created strong labour market growth in Saskatchewan. For example, in 2015, Saskatchewan's unemployment rate was the lowest in Canada at 5.0 per cent. Additionally, in 2015, average weekly earnings in Saskatchewan continued to exceed the Canadian average by just over three per cent (3.1%) at \$982 per week. Total employment in Saskatchewan averaged approximately 574,000 jobs in 2015. This is approximately 43,000 more jobs (8.0% higher) than the average total employment in 2010 in the province.

As cited earlier in this document, there has been a concomitant increase in the number of apprentices registered with the SATCC. Since 2009-10, the number of apprentices has increased from approximately 9,100 apprentices to just fewer than 10,000 apprentices in 2014-15. Over the last 10 years, the number of apprentices has almost doubled from the approximate 5,400 apprentices in 2004-05.

However, the Ministry of Finance noted that Saskatchewan's economy has begun to cool recently. In its recent 2016-17 Budget, the Ministry stated Saskatchewan's real GDP contracted by 1.4 per cent in 2015. The Ministry is also forecasting another 0.6 per cent decline in provincial real GDP in 2016.

² Sask. Ministry of Finance, 2015-16 Provincial Budget: Keeping Saskatchewan Strong, p.38

³ Statistics Canada. *Table 051-0001 - Estimates of population, by age group and sex for July 1, Canada, provinces and territories, annual* (persons unless otherwise noted). Last updated September 29, 2015.

⁴ *Ibid.*

The provincial economy is expected to rebound relatively quickly, though. The Ministry of Finance is forecasting positive real GDP growth of 2.5 per cent in 2017, 3.0 per cent in 2018 and 2.4 per cent in 2019.⁵

Employment growth is expected to follow a similar pattern with total provincial employment declining by 3,200 jobs in 2016. In the 2016-17 Budget, the Ministry of Finance forecasts employment increases of 5,200 jobs, 4,800 jobs and 5,200 jobs in 2017, 2018 and 2019, respectively.⁶

Private-sector forecasters predict a similar, but slightly different, growth pattern for the provincial economy and labour market in 2016 and 2017 compared to the Ministry of Finance. For example, private-sector forecasters suggest that economic growth will be slightly stronger in 2016 (average of 0.5%) but slightly weaker in 2017 (average of 2.0%).⁷ Private-sector forecasters suggest a moderately larger decrease in provincial employment in 2016 (ranging up to a 1% decline) and then increasing modestly in 2017 (ranging from approximately 0.5% to 1.3%).

The current labour market climate facing Saskatchewan poses a modest risk for the SATCC in the short-term. Given the above range of forecasts, total employment in Saskatchewan is expected to remain between 570,000 and 575,000 jobs, leaning towards the lower end of the range.

Employers that register apprentices demonstrate a commitment to train and certify to national industry standards. The SATCC's challenge is to engage employers, no matter the size of their operation or location, to participate in the apprenticeship program. 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. This may happen, in part, because there may be an influx of journeypersons from other labour markets (e.g. Alberta); therefore, employers will not need to train apprentices.

It should be noted, though, the SATCC's previous experience with economic/labour market downturns is there is a lag between the downturn and a decrease in apprentices. Specifically, apprentices do not necessarily exit the program immediately since employers may think the downturn is temporary and they want to retain skilled employees and/or apprentices may have earned enough trade time to attend the next level of training even if they do not currently have a job.

⁵ Sask. Ministry of Finance, 2016-17 Provincial Budget: Keep Saskatchewan Strong, p.36.

⁶ Ibid, p.36.

⁷ Ibid, p.38.

Financial Challenges

The SATCC has a structural deficit and will continue to draw down its accumulated surplus to fund its deficit. In 2015-16, the SATCC is forecasted to post a deficit of \$352K. This will draw down its accumulated surplus to \$3.150M and its Unrestricted Surplus – Excess over Minimum to \$2.054M at the end of the year.

Even with a planned tuition increase of \$10 per week of technical training, the SATCC is budgeted to post a deficit of \$1.012M in 2016-17. If this deficit comes to fruition, this will further decrease the accumulated surplus to \$2.138M and the Unrestricted Surplus – Excess over Minimum to \$1.177M.

This pattern is not sustainable over the medium-to-long-term. The SATCC will need to explore generating additional revenue (e.g. raising Client Fees) and/or reducing expenses. This may be particularly challenging for three reasons:

1. At the proposed \$95/week (up \$10 per week from the \$85 per week charged in 2015-16), the SATCC will be charging tuition close to the highest level of any province in the country (next to Alberta). Plus, the SATCC has modeled \$10 per week increases in tuition in each of the following two years (i.e. \$105 per week in 2017-18 and \$115 per week in 2018-19). Even with these further tuition increases, the SATCC currently anticipates posting deficits approximately ranging between \$575K to \$650K in 2017-18 and 2018-19 as well;
2. Many apprenticeship authorities in other provinces charge much smaller administrative fees (if at all). Increasing tuition and administrative fees to the levels described in the previous point will likely make Saskatchewan the most expensive province in Canada to pursue apprenticeship, which may become a barrier for apprentices; and
3. The SATCC's largest expense is from purchasing apprenticeship training from training providers. Specifically, approximately three-quarters of SATCC's \$28.7M in total expenses come from training costs. The remaining expenses are for administrative expenses related to operating the apprenticeship and training certification system. The SATCC operates efficiently with a relatively small staff (72.4 FTEs). It may be possible to reduce administrative expenses. However, any savings in this area are likely to be modest, at best, implying that to make any significant savings on expenses will require purchasing less training seats without a corresponding reduction in the GRF grant received from government (otherwise, the expense savings are offset by revenue reductions).

The SATCC also faces other future financial pressures. For example, the SATCC needs to modernize its antiquated information management system. It is expected the development, maintenance and ongoing lease costs will require significant funding. Additionally, the SATCC's lease at its Regina head office expires in June 2017. Management anticipates rising lease costs in the future. Combined, these pressures will make it challenging for the SATCC to return to a stable financial situation.

Information Management System Project

The SATCC currently uses the Government of Saskatchewan's One Client Service Model (OCSM) as its database for all apprentice and employer information. In surveys conducted by the SATCC, a majority of apprentices and employers have indicated a strong preference for having the ability to provide/access information online or through smartphones, which OCSM does not currently support.

OCSM was based on antiquated hardware and software which was no longer vendor supported. The Ministry of Advanced Education and the Ministry of the Economy implemented a stabilization plan in 2015-16 to rectify this issue. However, the stabilization does not address the lack of functionality from OCSM (e.g. the lack of web-based/application tools to allow clients to provide/access information to/from the system). Advanced Education is leading an effort to look at developing a new student information management system for the regional colleges and other training institutions, including the SATCC (but not the universities and Sask. Polytechnic), to provide additional functionality. Work has been completed on a high level needs assessment with the institutions currently using OCSM on the potential for leasing a customizable, off-the-shelf (COTS) 'student information system' (SIS). Advanced Education is currently working with the institutions to develop a business case to be put forward for approval to proceed.

Beyond this, the SATCC is also exploring a potential partnership with a group of apprenticeship agencies on an information management system. The apprenticeship agencies in the four Atlantic provinces (i.e. Nova Scotia, Newfoundland and Labrador, New Brunswick and Prince Edward Island) and Manitoba have partnered to purchase a COTS solution information management system customized for the particular needs of the apprenticeship system.

Based on a Request-for-Proposal (RFP) issued in 2015-16, these five provinces have chosen a successful vendor in the RFP process and are working on negotiating a contract with the vendor. The SATCC has begun working with these provinces to determine if the system will meet its business requirements, what the costs are, what a governance model might look like, etc. The goal is to determine if it is more beneficial for the SATCC to partner with the five other provincial apprenticeship agencies or to continue to work with the other Saskatchewan post-secondary institutions on a system.

Risk of employer resistance to hiring from under-represented groups could cause a negative impact to SATCC's advocacy strategy

Women, Aboriginal workers and people with disabilities are traditionally underrepresented in the skilled trades. The SATCC is committed to contributing to the development of a representative workforce through promotion with stakeholders, industry partners and government.

However, the SATCC does not always have the ability to influence employer attitudes, for those employers not committed to the same goal. This is, in part, due to limited available resources for these activities. Management does not expect to be able to add resources in this area given the financial challenges noted earlier.

STRATEGIES, GOALS, OPERATIONAL INITIATIVES AND PERFORMANCE MEASURES

The SATCC's four major operating priorities are:

- Training apprentices;
- Certifying tradespeople;
- Promoting apprenticeship; and
- Regulating the apprenticeship system.

The SATCC developed the 2014-2019 Strategic Plan to identify key directions and priorities for the organization. Strategies developed by the Board of Directors identify those areas of highest priority, viewed from the perspective of a five-year planning horizon.

To achieve the strategies and their goals, key operational initiatives are developed by SATCC Management to identify the business activities and required budget to:

- Identify the direction of the SATCC over the next three years; and
- Establish priorities to direct the financial and other resource components of the SATCC annual business plan.

What follows are the strategies, key initiatives and outcomes which the SATCC will undertake, or continue, in 2016-17. The overall progress made towards meeting them will be reported on in the 2016-17 Annual Report and regular reporting at each Board of Directors' meeting.

Strategy: Training

Goal: New training delivery methods will be established

The Flexibility and Innovation in Apprenticeship Technical Training (FIATT) Pilot – The FIATT pilot project is a joint initiative between SATCC and Saskatchewan Polytechnic (Sask. Polytechnic) funded by Employment and Social Development Canada (ESDC). The purpose of this project is to reduce the amount of time an apprentice has to spend at a Saskatchewan Polytechnic Campus for training. Apprentices will be able to complete up to two weeks of training at home and at their own pace by using an interactive online format before coming in to a campus for the remainder of the training.

The FIATT pilot project (Hybrid) will include online/in-class programs for four trades, Construction Electrician, Plumber, Heavy Duty Equipment Technician and Truck and Transport Mechanic. This Hybrid training will be available for Level One and Level Three training in the 2016-17 academic year, and Level Two and Level Four training in the 2017-18 academic year. Eligible apprentices now have the option to participate in these programs.

Hybrid Carpenter Technical Training – SATCC, in cooperation with Sask. Polytechnic, developed a combination online/in-class program for carpenter apprenticeship technical training. The hybrid training is now available for Level 2, Level 3, and Level 4 Carpenter training. Eligible apprentices have the option to participate in these programs.

On-line Cook Technical Training – The goal of this project is to deliver the three levels of Cook Apprenticeship training using a multi-faceted approach. A combination of web-based delivery of course theory, directed workplace practical training, student self-study and instructor feedback (both web-based and through instructor site visits) was developed and implemented for Levels One and Two of the Cook apprenticeship program in collaboration with the Saskatchewan Tourism and Education Council (STEC) and Sask. Polytechnic. Level Three will be developed and implemented in 2016-17.

Goal: An inventory of training resources will be maintained on an ongoing basis.

The SATCC CEO is a member of the Saskatchewan Post-Secondary Technical Institute Council (Council) and the Executive Director of Apprenticeship is a member of the Skills Training Sector Planning Committee (Committee) two provincial training sector bodies. Both include representatives from Saskatchewan Regional Colleges, Ministry of the Economy, Ministry of Advanced Education, Saskatchewan Indian Institute of Technologies, and the Gabriel Dumont Technical Institute. The Council engages in high level strategic planning while the Committee undertakes cooperative operational planning regarding the investment of resources for skills training in Saskatchewan.

Strategy: Advocacy

Goal: Achieve and maintain effective relationships with government.

The SATCC works to develop and maintain collaborative working relationships which result in effective relationships with government. Examples of these types of working relationships are maintained at many levels throughout the organization.

SATCC ensures Saskatchewan continues to take a leadership role in interprovincial apprenticeship activities by participating in CCDA committees and working groups.

- The SATCC CEO is the Chair of the Harmonization Task Force, member of the CCDA Stakeholder Relations Committee, and a member of the Policy and Procedures Committee of the CCDA.
- The SATCC Executive Director of Apprenticeship is a member of the Foreign Qualification Recognition working group and is Vice-Chair of the Harmonization Task Force. She also represents the SATCC on the Apprentice Mobility Executive Group and the Apprentice Mobility Working Group.
- The SATCC Director of Program Development is Saskatchewan's representative on the Interprovincial Standards and Examination Committee (ISEC), and a member of the Essential Skills working group.
- The SATCC Manager of Research is the Co-Chair of the CCDA Research Committee.
- The SATCC Director of Communications and Marketing is a member of the CCDA Communication and Promotion Committee.
- The SATCC Trades Assessment Consultant is a member of the Foreign Qualification Recognition working group.

The CEO is a member of the Skills Canada Saskatchewan board while the Executive Director of Apprenticeship is the Chair for Skills Canada Saskatchewan. As the Saskatchewan Chair, the

Executive Director of Apprenticeship is the Saskatchewan representative on the National Skills Competence Canada Board.

The SATCC is represented on the Regina and Saskatoon Industry and Education Councils by the SATCC CEO. The CEO is a member of the Saskatoon Trades and Skills Centre, while the Acting SATCC Board Chair represents the SATCC on the Regina Trades and Skills Centre.

The Executive Director of Apprenticeship represents the SATCC on the South East Advisory Committee. The Saskatchewan Indian Institute of Technologies (SIIT) has a steering committee which provides strategic support to their Construction Career offices in Regina, Saskatoon, and Prince Albert. The Director of Field Services represents the SATCC on these committees.

The SATCC Youth Apprenticeship & Communications Administrative Coordinator is the SATCC representative to a government of Saskatchewan initiative, called EDGE. The committee is made up of representatives from each ministry and various government agencies. EDGE's primary focus is to contribute to the development of emerging leaders across Government and provide advice to senior leadership on engaging and developing the leadership skills of government employees.

The SATCC works closely with other government regulatory and licensing bodies (Saskatchewan Occupational Health and Safety and the Gas and Electrical Licensing) to ensure open lines of communication are maintained.

Strategy: Industry Needs

Goal: Develop and manage an inventory of industry needs

The SATCC develops a training needs assessment each year to ensure it is meeting the training requirements for apprentices and tradespeople for the upcoming year. The 2016-17 Training Needs Assessment was developed early in 2016. Industry and training providers were consulted to ensure the training needs could be met and the 2016-17 technical training calendar is provided in the second quarter of the year. The 2017-18 training needs assessment will be undertaken early in 2017.

Strategy: Efficiency

Goal: Acquire resources to initiate and complete a comprehensive IT upgrade

As stated in the Risk Management section of this Business Plan, SATCC is continuing to work towards a comprehensive IT upgrade that will have the ability to provide and access information online or through smartphones, which the current system does not.

The SATCC is working with the initiative that Advanced Education is leading to look at developing a new student information management system. The SATCC will continue with this work in 2016-17. Management is also exploring a potential partnership with the apprenticeship agencies in the four Atlantic provinces, plus Manitoba, on an apprenticeship-specific information management system.

The Balanced Scorecard

Other strategies, key initiatives and outcomes are measured and reported to monitor progress towards achieving the strategic directions and priorities through the Balanced Scorecard.

The targets set out 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;
- A reference table which highlights each measure, the description and purpose, methodology and target explanation for the 2016-17 target as well as two further years. Please see Appendix A for the reference table.

Most of the changes within the Balanced Scorecard are to adjust the targets for existing measures. The cause of the bulk of these changes is related to the softening demand for apprenticeship training given the slowing provincial economy. Any changes to targets for the financial measures are related to the 2016-17 Budget. Any other changes are made based on the latest trend.

However, two new additional 'test' measures are also included in the 2016-17 Balanced Scorecard:

- Apprentice to Journeyperson Ratio Compliance. This tracks the percentage of employers that are compliant with the regulated ratios; and
- Industry Issue Response Time. This tracks how responsive the SATCC is in responding to apprentice and employer issues and/or concerns.

As noted earlier, the SATCC has a regulatory component included within its mandate. In 2014, the Provincial Auditor (PA) completed a performance audit to determine if the SATCC had effective processes to enable apprentices to achieve certification. This audit concluded the SATCC, generally speaking, had effective processes in place. However, The Provincial Auditor made eight recommendations to improve the SATCC's processes/program delivery.

The PA recently completed a review of its 2014 Performance Audit of the SATCC to determine if the SATCC had implemented its recommendations. In this review, the PA concluded the SATCC had implemented six of the eight recommendations while partially implementing the remaining two recommendations.

In completing this work, management determined there is value in adding measures to the Balanced Scorecard that track how responsive the organization is in meeting its regulatory mandate. Management believes including them in the Balanced Scorecard raises the visibility of how well the SATCC meets its regulatory mandate.

These measures are already tracked internally. However, official performance targets have not been previously set. In 2016-17, management will complete an analysis that will allow them to set targets for these measures beginning in 2017-18.

2016-17 Balanced Scorecard

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

	2014-15 Actual	2015-16 Target	2015-16 Year End Forecast*	2016-17 Target	2017-18 Target	2018-19 Target
1. TRAINING						
New Apprentice Registrations	3,014	3,100	2,528	2,500	2,500	2,500
Total Apprentices	9,953	10,000	9,548	9,200	9,200	9,200
Total Employers**	2,788	2,800	2,693	2,650	2,700	2,750
Journeyman Certificates Issued	1,837	1,700	1,825	1,600	1,600	1,600
Real Completion Rate (RCR)	62.4%	62%	N/A***	63%	64%	65%
Red Seal Exam Pass Rate	80.0%	80%	N/A***	80%	80%	80%
Technical Training Seats	6,683	7,000	6,844	6,500	6,500	6,500
Apprentice Satisfaction with On the Job Training	89%+	90%	89%	N/A+	90%	N/A+
Employer Satisfaction with the Quality of Journeymen.	87%+	85%	87 %	N/A+	85%	N/A+
2. ADVOCACY						
Aboriginal Apprentices Registered	1,388	1,400	1,425	1,300	1,300	1,300
Female Apprentices Registered	907	950	880	875	850	850
Female Apprentices Registered in Predominantly Male Trades (PMT)	454	475	470	450	425	425
Visible Minority Apprentices Registered	283	250	320	300	300	300
Apprentices with Disabilities Registered	429	450	510	500	500	500
3. FUNDING						
Sufficient Revenue to Fund Technical Training (%)	64%	70%	71 %	71%	71%	71%
Share of Non-Government Revenue (%)	19%	19%	19%	21%	22%	23%
Annual (Deficit)/Surplus (\$000s)	(315)	(1,252)	(352)	(1,012)	(578)	(658)
Unrestricted Surplus – Excess over Minimum (\$000s)	2,249	1,112M	2,054	1,154	571	(96)

	2014-15 Actual	2015-16 Target	2015-16 Year End Forecast*	2016-17 Target	2017-18 Target	2018-19 Target
4. INDUSTRY NEEDS						
Industry Trade Boards Meetings	153	125	125	125	125	125
Employer Consultations	3,861	4,000	4,400	4,000	4,000	4,000
Harmonization Stakeholder Consultations	5	17	23	8	8	4
5. EFFICIENCY						
Technical Training Seats Fill Ratio	99.0%	98%	98.6%	98%	98%	98%
Apprentice Satisfaction with SATCC	91.2% ⁺	90%	91.5%	N/A+	90%	N/A+
Employer Satisfaction with SATCC	94.2% ⁺	92%	94.2%	N/A+	92%	N/A+
SATCC Employee Satisfaction	68%	75%	69%	70%	72%	75%
6. REGULATORY++						
Apprentice to Journeyperson Ratio Compliance++	N/A	N/A	N/A	TBD	TBD	TBD
Industry Issue Response Time++	N/A	N/A	N/A	TBD	TBD	TBD

* Based on actuals to May 31, 2016.

**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.

***This is calculated on an annual basis; results will be available after the SATCC year end, June 2016.

+The Employer and Apprentice Satisfaction Survey is administered every two years; the results shown in the 2014-2015 actual column are from 2013-14. There will be no target shown for the years where the survey is not administered.

++ New Section of the BSC for 2016-17

N/A = Not Available

2016-17 Budget

Revenues

Total revenue is budgeted at \$27.694M in 2016-17 based on the following:

- The General Revenue Fund (GRF) grant from the Ministry of the Economy was reduced by \$1M to \$22.226M. However, the actual amount anticipated to be received by the SATCC in 2016-17 is \$22.156M due to the timing of the payments. The Apprenticeship Training Allowance (ATA) administrative fees to remain at \$180K as was the case in 2015-16;
- Client Fees (i.e. tuition and other fees charged to apprentices) is budgeted at \$5.160M. This represents an approximate increase of \$17K over the 2015-16 forecast of \$5.143M despite the planned decrease to 6,500 technical training seats. The increase in Client Fees is attributable to two variables:
 - Firstly, tuition is scheduled to increase to \$95 per week up from \$85 per week in 2015-16. The estimated average cost per training day is \$92.75 in 2016-17. This exceeds the \$92.50 threshold in the SATCC's tuition rate methodology (as approved by its Board of Directors). Thus, tuition will be increased to \$95 per week. Total tuition revenue is expected to increase from the forecasted \$4.303M in 2015-16 to \$4.46M in 2016-17; and
 - Administrative fees charged to apprentices are expected to decrease to \$700K in 2016-17, compared to the forecasted \$775K in 2015-16, based on a lower number of new apprentice applications, journeyperson examinations, etc. This includes an increase in the application fee for new apprentices from \$150 to \$175; and
- Other Revenue is budgeted at \$379K. This value includes \$151.5K for Psycho-educational assessments from the Ministry of the Economy to pay for learning disability assessments for apprentices (note: there is an offsetting expense to this revenue). Products and Services are budgeted at \$187K. This is above the \$136.4K forecast for 2015-16. The change is based on the following:
 - In 2015-16, the SATCC contracted with Employment and Social Development Canada (ESDC) for the secondment of a SATCC staff member to work full-time on the Canadian Council for the Directors of Apprenticeship (CCDA) initiative to harmonize Red Seal trades across Canada. The secondment will continue in 2016-17 with a total contract value of \$140K;
 - There was an approximate \$11K repayment in 2015-16 by a training provider to the SATCC for an overpayment charged by the training provider. More payments like this are not expected in 2016-17; and
 - Interest is budgeted at \$40K, which is equal to the \$40K forecast for 2015-16. The decrease in interest is based on earning less interest than expected.

Operating Expenses

Total expenses are budgeted at \$28.706M in 2016-17 based on the following:

Salaries are budgeted at \$4.628M, which represents approximately 16.2 per cent of operating expenses. This includes salary increases for unionized staff for cost of living adjustments (COLA) and merit increases within the Collective Bargaining Agreement. Based on the Government of Saskatchewan's direction, out-of-scope staff will receive a COLA increase of 1.65 per cent and a merit increase of up to 2.0 per cent in 2016-17.

The SATCC's total staff compliment will remain at 72.4 full time equivalent (FTE) positions in 2016-17. There are currently some vacancies that management does not anticipate will be filled. However, if all of these vacancies were filled, salaries would increase by approximately \$312K.

Program Contractual Services for apprenticeship technical training in 2016-17 are budgeted to be \$21.383M. Technical training costs in 2016-17 are forecast to be \$768.1K (3.5%) lower than the 2015-16 forecast. The number of technical training seats purchased is projected to decline to 6,500 seats in 2016-17 from the forecast of approximately 6,870 seats in 2015-16.

The projected reduction in the number of training seats purchased is due to a decrease in demand for apprenticeship training. Despite this, at approximately 75 per cent, the purchase of technical training seats continues to represent the single largest component of the SATCC's total operating expenses.

Other Contractual Services are budgeted at \$945K. This is \$7.7K (0.8%) higher than the 2015-16 forecast due mainly to inflationary increases.

Board Expenses are budgeted at \$167.7K, an increase of \$8.7K (5.5%) from the 2015-16 forecast. The budgeted amount for 2016-17 includes money for training for Commission Board training, which was underutilized in 2015-16.

Travel is budgeted at \$230K with no change from prior year's budget, however it is up 6.8 per cent from the \$215.3K currently forecasted for 2015-16.

Telephone expenses are budgeted at \$71.4K. This is an increase of \$2.2K (3.2%) based on the trend from the 2015-16 forecast.

Advertising, Promotion, and Printing is budgeted at \$293K. This is an increase of \$70.9K (31.9%) from the 2015-16 forecast. Spending is forecasted to be lower than budget in 2015-16 due to restricted promotional activities during the 2016 provincial election. Therefore, spending in this category is expected to return to normal budgeted values in 2016-17.

Space Rental is budgeted at \$520K. This is \$68.9K (15.2%) higher than the 2015-16 forecast, due to anticipated costs of a potential relocation of the Regina head office, as the current lease is set to expire in June 2017.

Equipment Rental is budgeted at \$35.8K. This is an increase of \$0.4K (1.1%) over the 2015-16 forecast due to inflationary increases.

Office Supplies are budgeted at \$91K. This is a decrease of \$38.9K (-29.9%) over the 2015-16 forecast. The SATCC purchased revised gas and electrical code books for Red Seal examination purposes for approximately \$40K in 2015-16. These code books are not expected to require replacement for a minimum of three years.

Postage, Courier and Freight is budgeted at \$135K. This is an increase of \$12.5K (10.2%) over the 2015-16 forecast. Activity in this area is expected to return to normal levels without election writ restrictions in place.

Other Expenses are budgeted at \$72K as spending in this area is expected to return to levels seen in previous years due to reductions in expenditures on furniture and miscellaneous supplies.

Amortization is projected to be \$147.6K in 2016-17. The leasehold improvements of the Regina head office will be fully amortized in 2016-17.

First Nations and Métis Apprentices

Government is committed to increasing Aboriginal access, participation and completion of apprenticeship training. For 2016-17, government designated \$ 1M to Aboriginal Initiatives; \$400K to deliver projects through the Aboriginal Apprenticeship Initiatives and \$600,000 to improve outcomes for First nations and Métis apprentices.

Summary

The 2016-17 Budget projects a deficit of \$1.012M based on revenues of \$27.694M and expenses of \$28.706M. The SATCC is required to maintain a minimum unrestricted surplus set out in the SATCC Board of Directors policy 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 \$550K. The 2016-17 Budget projects an Unrestricted Surplus of \$1.704M, and an Excess over Minimum of approximately \$1.154M.

2016-17 Budget Financial Statements

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

	<u>2017 Budget</u>	<u>2016 Forecast</u>	<u>2015 Actual</u>
Financial Assets:			
Due from General Revenue Fund	\$ 4,468,485	\$ 5,368,185	\$ 5,589,385
Accounts Receivable	136,392	136,392	136,392
	<u>\$ 4,604,877</u>	<u>\$ 5,504,577</u>	<u>\$ 5,725,777</u>
Liabilities:			
Accounts Payable and Accrued Liabilities	\$ 449,997	\$ 449,997	\$ 449,997
Accrued Leave Liabilities	282,179	282,179	282,179
Deferred Revenue	1,089,939	1,089,939	1,089,940
Deferred Contributions	767,283	767,283	767,283
	<u>\$ 2,589,398</u>	<u>\$ 2,589,398</u>	<u>\$ 2,589,398</u>
Net Financial Assets (Debt):	<u>\$ 2,015,479</u>	<u>\$ 2,915,179</u>	<u>\$ 3,136,379</u>
Non-Financial Assets:			
Tangible Capital Assets	\$ 61,568	\$ 173,668	\$ 304,468
Inventory of Promotional Supplies	7,016	7,016	7,016
Prepaid Expenses	54,495	54,495	54,495
	<u>\$ 123,079</u>	<u>\$ 235,179</u>	<u>\$ 365,979</u>
Accumulated Surplus (Deficit)	<u>\$ 2,138,558</u>	<u>\$ 3,150,358</u>	<u>\$ 3,502,358</u>

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

	2017	2016	2015
	<u>Budget</u>	<u>Forecast</u>	<u>Actual</u>
Revenues:			
Grants - General Revenue Fund	\$22,156,000	\$23,406,000	\$22,655,999
Client fees	5,160,000	5,143,300	4,984,031
Industry contributions	-	-	60,000
Products and services	338,500	271,500	251,997
Interest	40,000	41,000	60,902
	<u>\$27,694,500</u>	<u>\$28,861,800</u>	<u>\$28,012,929</u>
Expenses:			
Salaries and personnel	\$ 4,628,100	\$ 4,512,500	\$ 4,336,237
Program contractual services	21,382,700	22,150,800	21,576,620
Other contractual services	945,000	937,300	809,339
Board expenses	167,700	159,000	166,651
Travel	230,000	215,300	180,984
Telephone	71,400	69,200	64,165
Advertising, promotion, and printing	293,000	222,100	297,991
Space rental	520,000	451,100	454,023
Equipment rental	35,800	35,400	34,044
Office supplies	91,000	129,900	57,118
Postage, courier, and freight	135,000	122,500	133,206
Other	72,000	61,100	70,129
Amortization	134,600	147,600	147,665
	<u>\$28,706,300</u>	<u>\$29,213,800</u>	<u>\$28,328,173</u>
Annual Surplus/ (Deficit)	<u>\$(1,011,800)</u>	<u>\$ (352,000)</u>	<u>\$ (315,244)</u>
Accumulated Surplus, Beginning of Year	\$ 3,150,358	\$ 3,502,358	\$ 3,817,602
Accumulated Surplus, End of Year	<u>\$ 2,138,558</u>	<u>\$ 3,150,358</u>	<u>\$ 3,502,358</u>

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

	2017	2016	2015
	Budget	Forecast	Actual
Annual Surplus/(Deficit)	\$(1,011,800)	\$ (352,000)	\$ (315,244)
Acquisition of tangible capital assets	(22,500)	(16,800)	(2,673)
Disposal of tangible assets	-	-	91
Amortization of tangible capital assets	134,600	147,600	147,665
	<u>\$ (899,700)</u>	<u>\$ (221,200)</u>	<u>\$ (170,161)</u>
(Acquisition)/ use of prepaid expenses	-	-	6,456
Acquisition/ (consumption) of inventory of promotional supplies	-	-	1,969
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 8,425</u>
Increase/ (Decrease) in Net Financial Assets	<u>\$ (899,700)</u>	<u>\$ (221,200)</u>	<u>\$ (161,736)</u>
Net financial Assets (Debt), Beginning of Year	<u>\$ 2,915,179</u>	<u>\$ 3,136,379</u>	<u>\$ 3,298,115</u>
Net financial Assets (Debt), End of Year	<u>\$ 2,015,479</u>	<u>\$ 2,915,179</u>	<u>\$ 3,136,379</u>

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

	2017	2016	2015
	Budget	Forecast	Actual
Operating Transactions:			
Cash received from:			
Cash receipts from general revenue	\$22,156,000	\$23,406,000	\$22,655,999
Cash receipts from clients	5,160,000	5,143,300	4,931,387
Interest received	40,000	41,000	64,858
Industry contributions received	-	-	97,083
Products and services	338,500	271,500	244,932
	<u>\$27,694,500</u>	<u>\$28,861,800</u>	<u>\$27,994,258</u>
Cash paid for:			
Cash paid to employees	(4,628,100)	(4,512,500)	(4,386,465)
Cash paid to suppliers	(2,560,900)	(2,402,900)	(2,289,313)
Cash paid to provide program services	(21,382,700)	(22,150,800)	(21,486,494)
	<u>(28,571,700)</u>	<u>(29,066,200)</u>	<u>(28,162,272)</u>
Cash provided by (applied to) operating transactions	<u>\$ (877,200)</u>	<u>\$ (204,400)</u>	<u>\$ (168,014)</u>
Capital Transactions:			
Cash used to acquire tangible capital assets	\$ (22,500)	\$ (16,800)	\$ (2,673)
Cash provided by (applied to) capital activities	<u>\$ (22,500)</u>	<u>\$ (16,800)</u>	<u>\$ (2,673)</u>
Increase/(Decrease) in Cash and Cash Equivalents	<u><u>\$ (899,700)</u></u>	<u><u>\$ (221,200)</u></u>	<u><u>\$ (170,687)</u></u>
Cash and Cash Equivalents, Beginning of Year	\$ 5,368,185	\$ 5,589,385	\$ 5,760,072
Cash and Cash Equivalents, End of Year	<u><u>\$ 4,468,485</u></u>	<u><u>\$ 5,368,185</u></u>	<u><u>\$ 5,589,385</u></u>

APPENDIX A: Balanced Scorecard Reference Table

Measure	Description	Purpose	Methodology	2016-17 Target Explanation	2017-19 Trend Explanation
New Apprentice Registrations Lead: Apprenticeship	The number of newly registered apprentices is an indicator of growth in the SATCC system.	Due to the demand nature of the apprenticeship system, the number of newly registered apprentices is outside the control of the SATCC. It is a key operational indicator and is an important variable to be considered in budgetary and technical training planning.	The 5-year average of percentage increase or (decrease) year over year was used previously.	10-11 to 11-12 12.2 11-12 to 12-13 2.7 12-13 to 13-14 (1.7) 13-14 to 14-15 (1.5) 14-15 to 15-16 (16.1)* 5yr Avg. (0.9) A 0.9% decrease of the year end forecast of 2,528 new registrations would be 2,505. Rounded to 2,500	Given the current economic context and that the current year's target has not been met throughout 2015-16, the number has been flat lined for the out years.
Total Apprentices Lead: Corporate Services and Apprenticeship	The total number of registered apprentices indicates the size of the SATCC client base requiring services.	Due to the demand nature of the apprenticeship system, the total number of registered apprentices is outside the control of the SATCC. It is a key operational indicator and is an important variable to be considered in budgetary and technical training planning.	There is a change in the methodology for this measure. The 5-year average of percentage increase or (decrease year) over year was used previously. If there are not new entrants to the system (new registrations) and the current apprentices continue to exit in a timely fashion, the total number of apprentices will decline. In management's judgement, there will not by a 0.3% decrease, there will be a larger for 2016-17.	10-11 to 11-12 3.0 11-12 to 12-13 3.1 12-13 to 13-14 3.3 13-14 to 14-15 (6.7) 14-15 to 15-16 (4.1)* 5yr Avg. (0.3) 0.3% decrease from 9,548* is 9,519. Rounded to 9,200 apprentices based on management's expectations that a larger decrease (3.6%) will occur in 206-17 similar to 2015-16.	Given the current economic context of slower growth, the number was flat-lined to stay at 9,200.
Total Employers 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 was not fully implemented due to fiscal restraint. When adding in the current economic context of slower growth, the target is reduced from the 5 year average.	2010-11 2,730 2011-12 2,618 2012-13 2,750 2013-14 2,813 2014-15 2,788 2015-16 2,693* 5yr Avg. 2,732 Rounded down to 2,700 Given the current economic context, and that the employer engagement campaign was not fully implemented over the last two years, the current target is reduced a further 50 employers from the 5-year average to 2,650.	Given the SATCC's partially implemented employer engagement strategy, an increase of 50 employers per year is forecast.

Measure	Description	Purpose	Methodology	2016-17 Target Explanation	2017-19 Trend Explanation																																														
Journeyperson Certificates Issued Lead: Apprenticeship and Corporate Services	The more journeyperson certificates (JP's) issued the more skilled workers available to the Saskatchewan labour market.	This outcome will directly impact the achievement of the SATCC Vision and Mission.	<p>The percentage of JP's issued compared to the total registered apprentices, is averaged over 5 years.</p> <p>For example, in 2014-15, the number of JP's issued was 18.5% of all the registered apprentices at the end of that year.</p>	<table border="0"> <tr> <td>2010-11</td> <td>16.7%</td> </tr> <tr> <td>2011-12</td> <td>17.3%</td> </tr> <tr> <td>2012-13</td> <td>16.6%</td> </tr> <tr> <td>2013-14</td> <td>17.9%</td> </tr> <tr> <td>2014-15</td> <td>18.5%</td> </tr> <tr> <td>2015-16</td> <td>19.1*%</td> </tr> <tr> <td colspan="2">5yr Avg. 17.9%</td> </tr> <tr> <td colspan="2">17.9% of 9,548* = 1,709 rounded to 1,700</td> </tr> <tr> <td colspan="2">However, given smaller numbers of apprentices registering, there will be fewer numbers receiving JPs. In management's opinion the 5-year average is further reduce JPs by 100 to 1,600.</td> </tr> </table>	2010-11	16.7%	2011-12	17.3%	2012-13	16.6%	2013-14	17.9%	2014-15	18.5%	2015-16	19.1*%	5yr Avg. 17.9%		17.9% of 9,548* = 1,709 rounded to 1,700		However, given smaller numbers of apprentices registering, there will be fewer numbers receiving JPs. In management's opinion the 5-year average is further reduce JPs by 100 to 1,600.		The target in the out years is projected to be the same as in 2016-17, given the current economic context of slower growth.																												
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However, given smaller numbers of apprentices registering, there will be fewer numbers receiving JPs. In management's opinion the 5-year average is further reduce JPs by 100 to 1,600.																																																			
Real Completion Rate (RCR) 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 journeypersons available to the labour market and the greater the return on the Province's investment in training.	<p>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.</p> <p>It excludes electronics assemblers, food and beverage persons, guest services representatives and hair stylists, as these trades do not follow the traditional apprentice training routes.</p> <p>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.</p>	<table border="0"> <tr> <td>2010-11</td> <td>59.1</td> </tr> <tr> <td>2011-12</td> <td>65.2</td> </tr> <tr> <td>2012-13</td> <td>65.7</td> </tr> <tr> <td>2013-14</td> <td>61.7</td> </tr> <tr> <td>2014-15</td> <td>61.7</td> </tr> <tr> <td colspan="2">5yr Avg. 63.2%</td> </tr> <tr> <td colspan="2">Rounded to 63%</td> </tr> <tr> <td colspan="2">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.</td> </tr> <tr> <td colspan="2">Overall completion rate The completion rate and averages for compulsory and non-compulsory groups are included below for information.</td> </tr> <tr> <td colspan="2">Compulsory trades</td> </tr> <tr> <td>2010-11</td> <td>65.5%</td> </tr> <tr> <td>2011-12</td> <td>73.4%</td> </tr> <tr> <td>2012-13</td> <td>73.7%</td> </tr> <tr> <td>2013-14</td> <td>69.3%</td> </tr> <tr> <td>2014-15</td> <td>69.0%</td> </tr> <tr> <td>5yr Avg.</td> <td>70.1%</td> </tr> <tr> <td colspan="2">Non-Compulsory trades</td> </tr> <tr> <td>2010-11</td> <td>56.0%</td> </tr> <tr> <td>2011-12</td> <td>61.2%</td> </tr> <tr> <td>2012-13</td> <td>61.4%</td> </tr> <tr> <td>2013-14</td> <td>57.5%</td> </tr> <tr> <td>2014-15</td> <td>58.8%</td> </tr> <tr> <td>5yr Avg.</td> <td>58.8%</td> </tr> </table>	2010-11	59.1	2011-12	65.2	2012-13	65.7	2013-14	61.7	2014-15	61.7	5yr Avg. 63.2%		Rounded to 63%		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.		Overall completion rate The completion rate and averages for compulsory and non-compulsory groups are included below for information.		Compulsory trades		2010-11	65.5%	2011-12	73.4%	2012-13	73.7%	2013-14	69.3%	2014-15	69.0%	5yr Avg.	70.1%	Non-Compulsory trades		2010-11	56.0%	2011-12	61.2%	2012-13	61.4%	2013-14	57.5%	2014-15	58.8%	5yr Avg.	58.8%	The target in the out years is projected to increase by 1% in the out years based on management's assessment of the past trends and current economic situation.
2010-11	59.1																																																		
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Measure	Description	Purpose	Methodology	2016-17 Target Explanation	2017-19 Trend Explanation										
Red Seal Exam Pass Rate 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 journeypersons 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 2015 results will be received in June 2016).	The success rate has been increasing in the last few years, so in order to create a stretch target, management chose 80%.	The success rate has been increasing in the last few years, so in order to create a stretch target, management chose 80%.										
Technical Training Seats 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.	6,500 training seats forecast to be purchased, decreased from 6,700 training seats (decrease of 3%) purchased in 2015-16.	The target in the out years is projected to be the same as in 2016-17, given the current economic context of slower growth.										
Apprentice Satisfaction with On the Job Training Lead: Apprenticeship	<p>The Apprentice and Employer Satisfaction survey was conducted in 2007, 2010, 2013 and 2015.</p> <p>The survey is completed on a two year cycle and won't be completed again until June of 2017.</p>	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 <i>"Overall I am satisfied with the quality of my on the job training."</i>	<table border="0"> <tr> <td>2007</td> <td>91%</td> </tr> <tr> <td>2010</td> <td>84%</td> </tr> <tr> <td>2013</td> <td>88%</td> </tr> <tr> <td><u>2015</u></td> <td><u>89%</u></td> </tr> <tr> <td>4yr Avg.</td> <td>88%</td> </tr> </table> <p>Rounded to 90%</p> <p>The statistical validity of the survey is 95% certainty within + or -5%. In management's opinion, a target of 90% is reasonable.</p>	2007	91%	2010	84%	2013	88%	<u>2015</u>	<u>89%</u>	4yr Avg.	88%	The statistical validity of the survey is 95% certainty within + or -5%. In management's opinion, a target of 90% in the out years is reasonable.
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<u>2015</u>	<u>89%</u>														
4yr Avg.	88%														
Employer Satisfaction with the Quality of Journeypersons Lead: Apprenticeship	<p>The Apprentice and Employer Satisfaction survey was conducted in 2007, 2010 and 2013.</p> <p>The survey is completed on a two year cycle and won't be completed again until June of 2017.</p>	To provide employer satisfaction with quality of the journeyperson 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 <i>"Overall I am satisfied with the quality of the journeyperson following completion of apprenticeship."</i>	<table border="0"> <tr> <td>2007</td> <td>86%</td> </tr> <tr> <td>2010</td> <td>82%</td> </tr> <tr> <td>2013</td> <td>81%</td> </tr> <tr> <td><u>2015</u></td> <td><u>87%</u></td> </tr> <tr> <td>4yr Avg.</td> <td>84%</td> </tr> </table> <p>Rounded to 85%</p> <p>The statistical validity of the survey is 95% certainty within + or -5%. In management's opinion, a target of 85% is reasonable.</p>	2007	86%	2010	82%	2013	81%	<u>2015</u>	<u>87%</u>	4yr Avg.	84%	The statistical validity of the survey is 95% certainty within + or -5%. In management's opinion, a target of 85% in the out years is reasonable.
2007	86%														
2010	82%														
2013	81%														
<u>2015</u>	<u>87%</u>														
4yr Avg.	84%														

Measure	Description	Purpose	Methodology	2016-17 Target Explanation	2017-19 Trend Explanation
Aboriginal Apprentices Registered Lead: Apprenticeship	The number of Aboriginal apprentices registered at year end.	Maintain a representative proportion of the SK Aboriginal population as apprentices compared to the general labour market.	The 5 year average as a percentage of total number of apprentices.	2010-11 13.8 2011-12 13.2 2012-13 13.5 2013-14 13.3 2014-15 13.9 2015-16 14.1 5yr Avg. 13.6 13.6% of 9,548 = 1,299 Rounded to 1,300	The target in the out years is projected to be the same as in 2016-17, given the current economic context of slower growth.
Female Apprentices Registered 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.	2011-12 9.8 2012-13 9.0 2013-14 9.0 2014-15 9.1 2015-16 9.2* 5yr Avg. 9.2 9.2% of 9,548* = 878. Rounded to 875	The targets in the out years show minor decreases in the numbers of women apprentices based on management's assessment of the past trends and current economic situation.
Female Apprentices Registered in Predominantly Male Trades (PMT) Lead: Apprenticeship	The number of female apprentices registered in PMT at year end.	Women are under-represented in the SK apprenticeship system in PMT. This indicator will provide trend information.	The 5 year trend of the actual number of apprentices in this category.	2011-12 355 2012-13 377 2013-14 445 2014-15 454 2015-16 470* Target set at 450	The targets in the out years show minor decreases in the numbers of female apprentices in PMT based on management's assessment of the past trends and current economic situation.
Visible Minority Apprentices Registered 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.	2011-12 1.8 2012-13 1.7 2013-14 1.0 2014-15 2.8 2015-16 3.4* 5yr Avg. 2.1 2.1% or 9,548* = 201 Target changed to 300 based on current year number of 317 and the increased growth over the last two years.	The target in the out years is projected to be the same as in 2016-17, given the current economic context of slower growth.
Apprentices with Disabilities Registered 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.	Previous 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 500 based on 2014-15 year end number of 429 and forecast year end number of 510*.	The target in the out years is projected to be the same as in 2016-17, given the current economic context of slower growth.

Measure	Description	Purpose	Methodology	2016-17 Target Explanation	2017-19 Trend Explanation
Sufficient Revenue to Fund Technical Training 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 2016-17 divided by the projected number of registered apprentices on July 1, 2016 (6,500 seats divided by 9,200 apprentices = 70.6% rounded to 71%)	The substantial growth in apprentice numbers over the past few years is anticipated to stabilize in 2016-17. Funding has been gradually increased to fund up to the optimal target.	This target is expected to stabilize at 71% in the out years as the number of apprentices and technical training seats are projected to remain at the same levels as 2016-17 through the forecast period.
Share of Non-Government Revenue (%) 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 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 = \$5.809M Total Revenue = \$27.694M Non-Gov't Revenue Share = (\$5.809M/\$27.649M) x 100 = 20.9% rounded to 21%	Non-Gov't Revenue Share is expected rise to approximately 22% in 2017-18 and 23% in 2018-19. This is based on the 2016-17 Budget forecast using the following main assumptions: <ul style="list-style-type: none"> • 6,500 training seats of in 2016-17, 2017-18 and 2018-19; • The GRF grant is \$22.156M increasing to \$22.406M in 2017-18 and 2018-19; • Tuition increases to \$95 per week in each of the next three years (2016-17, 2017-18 and 2018-19); and • Application fee for apprenticeship increased from \$150 to \$175 in 2016-17 while other administration fees increased modestly through the forecast period.
Annual (Deficit)/Surplus Lead: Corporate Services	The Annual (Deficit)/Surplus After Amortization measures the change in net assets of the SATCC from its operating activities in one fiscal year.	Within each annual budget, the Board approves an annual deficit or surplus based on the budgeted revenues and expenses for the organization. This measure tracks how well management manages the organization's resources to meet the budget target for the annual deficit or surplus.	Annual (Deficit)/Surplus After Amortization = Total Revenues (TR) – Total Expenses (TE) – Amortization (ATZN)	This is based on the 2016-17 Budget. TR = \$27.694M - TE = <u>\$28.572M</u> Deficit B4 ATZN = (\$877K) - ATZN = <u>\$135K</u> Deficit aft ATZN = (\$1,012K)	This is based on the 2016-17 Budget. 2017-18 TR = \$28,485K - TE = <u>\$29,045K</u> Def. B4 ATZN = (\$560K) - ATZN = <u>\$18K</u> Def. aft ATZN = (\$578K) 2018-19 TR = \$28,982K - TE = <u>\$29,626K</u> Def. B4 ATZN = (\$644K) - ATZN = <u>\$14K</u> Def. aft ATZN = (\$658K)

Measure	Description	Purpose	Methodology	2016-17 Target Explanation	2017-19 Trend Explanation
Unrestricted Surplus (Excess over Minimum) Lead: Corporate Services	The amount of money in the Unrestricted Surplus over and above the minimum 1/12 th of administrative operating expenses (not including training that must be held to fund emergencies/potential wind-down.	Measures the financial liquidity of the organization. It also indicates the ability of the organization to absorb higher costs and/or take on additional projects.	Unrestricted Surplus (Excess over Minimum) = Unrestricted Surplus (End of Year) – Minimum Balance Unrestricted Surplus (End of Year) = Unrestricted Surplus (Beginning of Year) + Annual (Deficit)/Surplus before Amortization + (Increase)/Decrease in AAI Balance + (Increase)/Decrease in SYA Balance – Purchase of Tangible Capital Assets – Acquisition of Prepaid Expense – Inventory Reduction – Other Expected Future Payments (e.g. retroactive Sk. Poly CBA costs to be paid in the future) Minimum Balance = 1/12 x [Total Expenses – Program Contractual Services (i.e. Training Costs)]	This is based on the 2016-17 Budget. Unrestricted Surplus (Excess over Minimum) = \$1,704K - \$550K = \$1,154K	This is based on the 2016-17 Budget. 2017-18 Unrestricted Surplus (Excess over Minimum) = \$1,121K - \$550K = \$571K 2018-19 Unrestricted Surplus (Excess over Minimum) = \$455K - \$550K = (\$96K)
Industry Trade Board Meetings 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 the ATCC 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. 40 Trade Boards are currently active. Nine 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.	2011-12 125 2012-13 140 2013-14 127 2014-15 153 2015-16 125* 5yr Avg. 134 Rounded to 125	The target in the out years is projected to be the same as in 2016-17.

Measure	Description	Purpose	Methodology	2016-17 Target Explanation	2017-19 Trend Explanation																
Employer Consultations 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.	<table border="0"> <tr> <td>2011-12</td> <td>3,953</td> </tr> <tr> <td>2012-13</td> <td>3,876</td> </tr> <tr> <td>2013-14</td> <td>4,354</td> </tr> <tr> <td>2014-15</td> <td>3,861</td> </tr> <tr> <td>2015-16</td> <td>4,400*</td> </tr> <tr> <td colspan="2"> </td> </tr> <tr> <td>5yr Avg.</td> <td>4,089</td> </tr> <tr> <td></td> <td>Rounded to 4,000</td> </tr> </table> <p>In the SATCC's Operations Manual – 3,700 is listed as the performance target for field consultants. This target has been consistently exceeded. Based on the 5-year average and the current internal target, 4,000 was chosen as a reasonable target.</p>	2011-12	3,953	2012-13	3,876	2013-14	4,354	2014-15	3,861	2015-16	4,400*			5yr Avg.	4,089		Rounded to 4,000	The target in the out years is projected to be the same as in 2016-17.
2011-12	3,953																				
2012-13	3,876																				
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2015-16	4,400*																				
5yr Avg.	4,089																				
	Rounded to 4,000																				
Harmonization Stakeholder Consultations 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"> • Use of Red Seal Name • Use of current National Occupational Analysis • Hours (work/training) • Levels • Sequence of Curriculum 	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. <p>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.</p>	The number of meetings included in this measure is with industry stakeholders only. Meetings with federal government and P/T counterparts are not included. <p>The number of trades and timeline was proposed by the CCDA. Provinces and territories are expected to participate to meet the following CCDA's strategic goals. The list below gives how many designated SK trades fall within the timeline.</p> <ul style="list-style-type: none"> • 8 Trades harmonized by September 2016 • 8 additional Trades harmonized by September 2017 • 5 additional Trades harmonized by September 2018 • 4 additional trades harmonized by September 2019 • 5 additional Trades harmonized by September 2020 	With the merging of the Harmonization project with the development of the Red Seal Occupational Standard, the consultations process changed. The result is that only one meeting with stakeholders per trade is expected.	The out years targets are based on 5 meetings per trade to be harmonized.																

Measure	Description	Purpose	Methodology	2016-17 Target Explanation	2017-19 Trend Explanation
Technical Training Seats Fill Ratio 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 fill rate is calculated by 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 98%; the optimal target in management's opinion. 2011-12 94.1% 2012-13 96.6% 2013-14 98.2% 2014-15 99.0% 2015-16 98.6*% 5-yr Rolling Avg. 97.3% rounded to 98%	The target for the out years stays at 98% because management believes it is difficult to achieve much more than this level of performance, without negative unintended consequences.
Apprentice Satisfaction with SATCC Lead: Apprenticeship and Corporate Services	The Apprentice and Employer Satisfaction survey was conducted in 2007, 2010, 2013 and 2015. Only the 2013 and 2015 survey asked customer and service satisfaction questions. The survey is completed on a two year cycle and won't be completed again until June of 2017.	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 <u>2015 91.2</u> Target set at 90% of apprentices indicate a positive response to 10 types of service SATCC provides to apprentices. The statistical validity of the survey is 95% certainty within + or -5%. In management's opinion, a target of 90% is reasonable.	The target in the out years is projected to be the same as in 2015-16.
Employer Satisfaction with SATCC Lead: Apprenticeship and Corporate Services	The Apprentice and Employer Satisfaction survey was conducted in 2007, 2010, 2013 and 2015. Only the 2013 and 2015 survey asked customer and service satisfaction questions. The survey is completed on a two year cycle and won't be completed again until June of 2017	To indicate employer satisfaction with SATCC service delivery.	The result is an average of the positive responses to 7 types of service SATCC provides to employers.	2013 91.2% <u>2015 94.2%</u> Avg. 92.7% Target set at 92% of employers indicate a positive response to 7 types of service SATCC provides to apprentices. The statistical validity of the survey is 95% certainty within + or -5%. In management's opinion, a target of 92% is reasonable.	The target in the out years is projected to be the same as in 2015-16.

Measure	Description	Purpose	Methodology	2016-17 Target Explanation	2017-19 Trend Explanation
SATCC Employee Satisfaction Lead: Communications	The Annual Employee Engagement Survey is an internally generated survey which asks employees a number of questions to measure aspects of their job satisfaction. The results are tabulated and shared with employees. The survey has been administered for the last four years.	Measure SATCC staff satisfaction.	The target is an average of the percentage of employees who strongly agree or agree with the following statement: <i>“I find my work fulfilling and I look forward to coming to work each day.”</i>	2012 76% 2013 82% 2014 68% <u>2015 69%</u> 4yr Avg. 73.8% Target rounded to 70% based on 2015 result.	Management has undertaken a number of initiatives to increase employee satisfaction. In the out years, there are incremental increases forecast.
Apprentice to Journeyperson Ratio Compliance 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 new measure to see what percentage of employers are in compliance with regulated apprentice to journeyperson ratios	As this is a new measure, the methodology is to be determined in 2016-17.	As this is a new measure, future targets are to be determined based on testing in 2016-17.	As this is a new measure, future targets are to be determined based on testing in 2016-17.
Industry Issue Response Time 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.	As this is a new measure, future targets are to be determined based on testing in 2016-17.	As this is a new measure, future targets are to be determined based on testing in 2016-17.

*These 2015-16 numbers are forecasts based on actuals to May 31, 2016.