

# SATCC 2017-22 STRATEGIC PLAN (2020-21 Update)

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



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

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

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GOALS (WHAT WILL WE ACCOMPLISH?)	OBJECTIVES (WHERE?)	STRATEGIES (HOW?)	ACTIONS (WHAT?)
<p><b>1. MEET INDUSTRY DEMAND FOR A SKILLED AND CERTIFIED WORKFORCE IN SASKATCHEWAN</b></p> <p>["STAKEHOLDERS" INCLUDE EMPLOYERS, APPRENTICES, JOURNEYPERSONS AND TRADESPERSONS]</p>	Involve more Employers, Tradespeople and Apprentices in the apprenticeship and certification system	<p>Be responsive to industry demand by offering technical training and services where apprentices live and work</p> <p>Keep training up to date with new technology and techniques</p>	<p>Enhance alternate training options for upgrading and apprenticeship courses in more trades and occupations</p> <p>Develop and implement a change management plan to overcome resistance to alternate delivery methods for technical training</p> <p>Develop and implement a plan to enhance and maintain the integrity of the SK apprenticeship system through new technologies, processes and procedures</p>
	Meet the needs of industry and stakeholders	<p>Add the ability to designate and certify occupations - to endorse qualified workers in diverse occupations [may also expand brand, to include both "trades" and "occupations"]</p>	<p>Ensure training is relevant and responsive to industry needs</p> <p>Continued certification of existing trades</p>
		<p>Add the ability to designate trades for certification only - no apprenticeship program would be maintained or required for this option.</p>	<p>Recognition/awareness: include in Communications and Awareness Plan (and funding of this)</p>

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GOALS (WHAT WILL WE ACCOMPLISH?)	OBJECTIVES (WHERE?)	STRATEGIES (HOW?)	ACTIONS (WHAT?)
	Brand & Reputation		Draft overarching stakeholder communications strategy – update annually
	Improved Stakeholder and Apprentice Communications, Awareness and Engagement, and Employer Participation	Improved and expanded communications strategies to:  Increase awareness of different options, including Certification-only option (in non-compulsory trades)	Increase student awareness of skilled trades via SYA and other communications channels for students (high school considering career in trades)
	Support Increased Engagement of Under-Represented Groups in the Skilled Trades	Increase awareness for employers, Tradespeople and prospective apprentices of benefits of hiring/apprenticing under-represented groups	Develop annual communications plan targeting stakeholders, including employers, youth and under-represented groups

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GOALS (WHAT WILL WE ACCOMPLISH?)	OBJECTIVES (WHERE?)	STRATEGIES (HOW?)	ACTIONS
<b>2. DELIVER HIGH QUALITY SERVICES RELEVANT TO STAKEHOLDERS</b>	Maximum Efficiencies  Highly Rated Customer Service – to Employers, Tradespeople and Apprentices  Successful Regulatory function of SATCC	Improve innovation and quality of service  Modernize IT system to enhance internal operational systems and add client self-service  Demonstrate compliance with SATCC Act and Regulations	Continue supporting the AMS core build in 2019-20 AMS Implementation Plan in 2020-12
			Measure and evaluate efficiencies with modern IT system in 2021-22
			Update Process Mapping in 2021-22
			Continuous improvement of tracking process to enhance issue resolution, compliance and enforcement capacity  Consider how the program integrity review impacts the scorecard

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GOALS (WHAT WILL WE ACCOMPLISH?)	OBJECTIVES (WHERE?)	STRATEGIES (HOW?)	ACTIONS
<b>3. ENGAGE, EDUCATE, EQUIP AND REWARD STAFF TOWARD OUTSTANDING SERVICE AND PERSONAL SATISFACTION</b>	Create organizational capacity	Enhance the organization’s service culture  Streamline functions to increase higher value functions, and reduce inefficiencies in processes for staff	Use change management techniques to support employee awareness, desire, knowledge, ability and reinforcement of organizational change.  Enhancing staff efficiency through modernizing IT system 2021-22  Implement a Human Resources Plan (including a succession plan) which includes a Recognition Plan for all employees  All new staff required to take customer service training (excluding terms of 6 months or less)
	Foster Employee Engagement	Facilitate a culture of appreciation	Each staff member understanding their impact on the organization’s success  Acknowledge staff accomplishments


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GOALS (WHAT WILL WE ACCOMPLISH?)	OBJECTIVES (WHERE?)	STRATEGIES (HOW?)	ACTIONS	MEASURE (DETERMINE SUCCESS?)	
<b>4. STEWARD FINANCIAL RESOURCES EFFICIENTLY AND EFFECTIVELY</b>	Adequate Financial Resources	Sustainable Government Funding	Developing annual business plan to secure GRF grant to fund a sufficient number of training seats	Share of Registered Apprentices in Technical Training Proxy for adequacy of training, explicitly set “right” target and tolerance @ sweet spot balancing demand / supply: 70% +/- ?	
		Client Fee Revenue	Expanded training options and occupations to generate additional revenues  Change Tuition as Cost Per Training Day (CPTD) changes  Review Administrative Fees on an annual basis	Share of Non-Government Revenue	
		Private sponsorship	Explore avenues for private sponsorships and funding consistent with corporate and government values	Sponsorship and funding evenue	
	Effective Use of Financial Resources	Maximize Efficiency		Formalize risk management practices and establish internal audit function	
				Minimize increases in training costs (not due to volume of training seats) through training protocol agreements, competitive bids/tendering, etc.	Administrative Cost Change Balanced budget, working out systemic deficit, tighten up tolerance range; Admin Cost is sub-metric: +/- 2% risk tolerance
				Minimize waste on training costs by maximizing seats filled	Technical Training Fill Ratio

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## Appendix

### Key to the SATCC Strategic Plan

<p>The Strategic Planning Wheel®</p>  <p>The diagram consists of six concentric circles. From the outermost to the innermost, they are labeled: Values, Measures &amp; Targets, Strategies, Objectives, Goals, and Vision and Mission. The logo 'GovernanceSolutions' is located at the bottom right of the diagram.</p>	<p>Strategic Planning Definitions</p> <p><b>Values:</b> What holds us all together? How will we conduct ourselves?</p> <p><b>Vision:</b> Where are we headed?</p> <p><b>Mission:</b> Why do we exist?</p> <p><b>Goals:</b> What will we accomplish?</p> <p><b>Objectives:</b> What will we see along the way?</p> <p><b>Strategies:</b> How will we approach and accomplish our vision, mission, goals, objectives and milestones?</p> <p><b>Actions:</b> What will we do to achieve our strategies?</p> <p><b>Measure:</b> How will we know we have succeeded? What are the quantifiable measures of our success?</p> <p><b>Target:</b> What are the quantifiable targets we are reaching for?</p> <p><b>Status/Results:</b> Where are we currently relative to our plan: the strategies, actions and initiatives that will lead us to the accomplishment of our objectives, goals, mission and vision?</p>
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#### Values Definitions:

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

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

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

## **SATCC 2017-22 STRATEGIC PLAN (2020-21 Update)**

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

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

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

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

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

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

Courage – Willing to do what is right, in the best interests of the organization, even if it means being the bearer of bad news or exposing a challenging issue.