SATCC 2017-22 STRATEGIC PLAN (2021-22 Update)

Vital Sign Performance Measures:

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

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

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

2. Deliver High Quality Services Relevant to Industry/Stakeholders

VISION

"The most skilled and representative workforce, industry trained and certified"

MANDATE

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

VALUES

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

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

4. Manage Financial Resources Efficiently and Effectively

Critical Standards Performance Measures:

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

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

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

SATCC 2017-22 STRATEGIC PLAN (2021-22 Update)

GOALS (WHAT WILL WE ACCOMPLISH?)	OBJECTIVES (WHERE?)	STRATEGIES (HOW?)	ACTIONS (WHAT?)
1. MEET INDUSTRY DEMAND FOR A SKILLED AND CERTIFIED WORKFORCE IN SASKATCHEWAN ["STAKEHOLDERS" INCLUDE EMPLOYERS, APPRENTICES, JOURNEYPERSONS AND TRADESPERSONS]	Involve more Employers, Tradespeople and Apprentices in the apprenticeship and certification system Meet the needs of industry and stakeholders	Be responsive to industry demand by offering technical training and services where apprentices live and work Keep training up to date with new technology and techniques	Enhance alternate training options for upgrading and apprenticeship courses in more trades and occupations Develop and implement a change management plan to overcome resistance to alternate delivery methods for technical training Develop and implement a plan to enhance and maintain the integrity of the SK apprenticeship system through new technologies, processes and procedures Ensure training is relevant and responsive to industry needs
		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"]	Continued certification of existing trades
			Identify and explore selected opportunities to designate trades for certification only.
		Create clearly framed criteria for eligibility to identify select opportunities to designate trades for certification.	

SATCC 2017-22 STRATEGIC PLAN (2021-22 Update)

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

SATCC 2017-22 STRATEGIC PLAN (2021-22 Update)

GOALS (WHAT WILL WE ACCOMPLISH?)	OBJECTIVES (WHERE?)	STRATEGIES (HOW?)	ACTIONS
2.DELIVER HIGH QUALITY SERVICES RELEVANT TO STAKEHOLDERS	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	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 academic integrity review impacts the scorecard

SATCC 2017-22 STRATEGIC PLAN (2021-22 Update)

Goals (What Will We Accomplish?)	Objectives (Where?)	Strategies (How?)	Actions
3. Engage, Educate, Equip and Reward staff toward Outstanding Service and Personal Satisfaction	Create organizational capacity Foster Employee Engagement	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)
		Facilitate a culture of appreciation	Each staff member understanding their impact on the organization's success Acknowledge staff accomplishments

SATCC 2017-22 STRATEGIC PLAN (2021-22 Update)

GOALS (WHAT WILL WE ACCOMPLISH?)	OBJECTIVES (WHERE?)	STRATEGIES (HOW?)	ACTIONS
4. STEWARD FINANCIAL RESOURCES EFFICIENTLY AND EFFECTIVELY	Adequate Financial Resources	Sustainable Government Funding	Developing annual business plan to secure GRF grant to fund a sufficient number of training seats
		Client Fee Revenue	Expanded training options and occupations to generate additional revenues Change Tuition as Cost Per Training Day (CPTD) changes Review Administrative Fees once IT system in place
		Private sponsorship	Explore avenues for private sponsorships and funding consistent with corporate and government values
	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.
			Minimize waste on training costs by maximizing seats filled

SATCC 2017-22 STRATEGIC PLAN (2021-22 Update)

Appendix

Key to the SATCC Strategic Plan

<table>
<tr>
<td>

The Strategic Planning Wheel©

Values
Measures & Targets
Strategies
Objectives
Goals
Vision and Mission

GovernanceSolutions

</td>
<td>

Strategic Planning Definitions

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

Vision: Where are we headed?

Mission: Why do we exist?

Goals: What will we accomplish?

Objectives: What will we see along the way?

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

Actions: What will we do to achieve our strategies?

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

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

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

</td>
</tr>
</table>

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 (2021-22 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.