

# SATCC 2022-27 STRATEGIC PLAN



- Vital Sign Performance Measures:  
 Key outcomes that must be monitored closely to watch for changes in trends to indicate a healthy SATCC.
1. Total Apprentices and Trades Qualifiers
  2. Real Completion Rate
  3. Certificates Issued (include new occupations once established)
  4. Total Employers
  5. Under-Represented Groups
  6. Maximize efficiencies (note: proxy measures for efficiency included in the Balanced Scorecard but not one specific measure)

- 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. Equity, Diversity and Inclusion (EDI) Partnerships
  3. Trade Board Meetings
  4. Red Seal Pass Rate
  5. Employer and Apprentice Satisfaction with Technical Training
  6. Ratio Compliance
  7. Share of Registered Apprentices in Technical training
  8. Revenue Expense Ratio
  9. Employee Engagement

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

GOALS (WHAT WILL WE ACCOMPLISH?)	OBJECTIVES (WHERE?)	STRATEGIES (HOW?)	ACTIONS (WHAT?)
<p>1. "SATISFY INDUSTRY DEMAND FOR A SKILLED AND CERTIFIED WORKFORCE IN SASKATCHEWAN</p> <p>["STAKEHOLDERS" INCLUDE EMPLOYERS, EMPLOYEES, APPRENTICES, JOURNEYPERSONS AND TRADESPERSONS]</p>	<p>Involve more Employers, Tradespeople and Apprentices in the apprenticeship and certification system, including the development and enhancement of new partnerships that improve diversity and inclusion in the skilled trades.</p>	<p>Be responsive to industry demand by offering technical training and services where apprentices live and work.</p> <p>Register pre-apprentice students (all trades – compulsory and non-compulsory)</p>	<p>Develop an annual training schedule reflective of where apprentices live and work (match supply with demand)</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 Requests for Proposals (RFPs) for trades that have out of province technical training but have sufficient number of apprentices to support in-province technical training</p> <p>Develop and implement a strategy to register pre-apprenticeship students with the SATCC, then create a development plan to communicate the benefits of apprenticeship to registered pre-apprentices once they are registered in MyATC</p>
	<p>Meet the training and certification needs of industry and stakeholders, including growing the system beyond existing sectors.</p>	<p>Keep training up to date with new technology and techniques.</p> <p>Pursue opportunities to expand the apprenticeship system, including the designation and certification of occupations, and to endorse qualified workers in diverse occupations</p> <p>Create clearly framed criteria for eligibility to identify select opportunities to designate trades for certification.</p>	<p>Continued certification of existing trades</p> <p>Identify and explore selected opportunities to designate trades for certification only</p> <p>Ensure training is relevant and responsive to industry needs.</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> <p>Continue to actively consult with potential occupations/trades which may desire a mechanism for recognized certification and training and provide guidance as to how to pursue designation</p>

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GOALS (WHAT WILL WE ACCOMPLISH?)	OBJECTIVES (WHERE?)	STRATEGIES (HOW?)	ACTIONS (WHAT?)
	<p>Improve apprenticeship pass rates (including both compulsory and non-compulsory trades)</p>	<p>Apprentice Success Enhancement Strategy (ASES)</p>	<p>Enhance strategies for early Intervention, critical to identifying learning gaps, much earlier in an apprentices training</p> <p>Offer courses, upgraders, or tutors specifically to assist with apprentices as part of their customized learning plans – including such things as the development and/or enhancement of examination readiness and preparation documents and activities</p> <p>Enhance training oversight - Review curriculum materials and assessments used in technical training and continue to work closely with Trade Boards and Curriculum and Examination Development Boards (CEDBs) to ensure training is consistent with what is needed for success</p>
	<p>Brand &amp; Reputation</p> <p>Improved Stakeholder and Apprentice Communications, Awareness and Engagement, and Employer Participation</p>	<p>Improved and expanded communications strategies to:</p> <p>Increase awareness of different options, including Certification-only option (in non-compulsory trades)</p>	<p>Develop annual communications plan targeting stakeholders, including employers, youth, and under-represented groups</p> <p>Increase student awareness of skilled trades via SYA and other communications channels targeting students in middle-years and high-school</p> <p>Conduct an interjurisdictional scan to determine the potential costs and benefits of expanding the scope of the SK Youth Apprenticeship (SYA) program</p>
	<p>Develop a strategy to increase Engagement of Under-Represented Groups in the Skilled Trades</p>	<p>Increase awareness of apprenticeship opportunities for employers, tradespeople and prospective apprentices, including people from under-represented groups</p>	<p>Work with stakeholders to deliver Indigenous Apprentice Initiatives (IAI) program projects to introduce Indigenous people to the skilled trades</p> <p>Engage with employers, communities and other stakeholders to evaluate and enhance the IAI program</p>

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GOALS (WHAT WILL WE ACCOMPLISH?)	OBJECTIVES (WHERE?)	STRATEGIES (HOW?)	ACTIONS (WHAT?)
			<p>Participate in networks and communities of practice to learn and advance best practices for the inclusion of under-represented groups</p> <p>The SATCC consider the development and offering of courses on inclusion in the workplace</p>

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GOALS (WHAT WILL WE ACCOMPLISH?)	OBJECTIVES (WHERE?)	STRATEGIES (HOW?)	ACTIONS
2. DELIVER HIGH QUALITY SERVICES RELEVANT TO STAKEHOLDERS	Maximize Effectiveness of SATCC Customer Service – to Employers, Tradespeople and Apprentices	<p>Improve innovation and quality of service</p> <p>Leverage business processes and systems to support client self-service</p>	<p>Develop and implement a Business Process Renewal Strategy for continuous improvement of business processes</p> <p>Explore options to implement electronic exams</p> <p>Explore adding a digital credentialing system accessible by industry and the public</p>
		<p>Enhance tools to improve evidence-based decision-making</p>	<p>Develop a Business Systems Enhancements Strategy to best support the SATCC’s service delivery to clients. Potential projects include:</p> <ul style="list-style-type: none"> <li>- A suite of enhancements to MyATC to improve self-service for clients;</li> <li>- A ticketing system to track client issues with MyATC to identify issues;</li> <li>- Adding a business intelligence (BI) tool to enhance corporate business decision-making and reporting capabilities.</li> </ul> <p>Implement the MyATC Benefits Realization Plan to measure the benefits of the new system for clients and the organization</p>
		<p>Apprentice Success Enhancement Strategy (ASES) - Ensure that we have the right supports to allow stakeholders and the system to succeed.</p>	<p>Leverage MyATC to explore what is being experienced by apprentices during practical learning to identify gaps in training</p> <p>Enhance strategies for interventions, critical to identifying learning gaps, much earlier in an apprentice’s journey through the apprenticeship system</p> <p>Offer courses, upgraders and/or or tutors specifically to assist with apprentices as part of their customized learning plans – including such things as the development and/or enhancement of examination readiness and preparation documents and activities (learning management system)</p>

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GOALS (WHAT WILL WE ACCOMPLISH?)	OBJECTIVES (WHERE?)	STRATEGIES (HOW?)	ACTIONS
			Enhance training oversight - Review curriculum materials and assessments used in technical training and continue to work closely with Trade Boards and CEDBs to ensure training is consistent with what is needed for success
	Successful Regulatory function of SATCC	<p>Demonstrate compliance with SATCC Act and Regulations through a strategy of building relationships and education.</p> <p>Enhance regulatory efficiency through reviewing opportunities in legislation</p>	<p>Train and/or coach field staff on our desired approach and maximize the opportunities for field staff to meet with employers and apprentices to ensure strong relationships and the foundation of regulation by education is apparent</p> <p>Regularly review legislation to determine if effective and meeting the regulatory needs of industry and of the SATCC</p> <p>Continuous improvement of tracking process to enhance issue resolution, compliance and enforcement capacity</p>
	Provide high quality accessible training	Develop innovative training and delivery methods by adapting training to match future demands. .	Develop and implement an Annual Innovation Plan
		Implement the SATCC Program Integrity Strategy	<p>Enhance training oversight – Establish and/or review policies to maintain quality assurance and integrity of technical training delivery</p> <p>Enhance, establish and monitor Training Protocol Agreements (TPAs) with all training providers</p>

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GOALS (WHAT WILL WE ACCOMPLISH?)	OBJECTIVES (WHERE?)	STRATEGIES (HOW?)	ACTIONS
3. EQUIP STAFF WITH THE TRAINING AND TOOLS TO PROVIDE OUTSTANDING SERVICE	Create organizational capacity	Enhance the organization’s service culture	<p>Use change management techniques to ensure organizational change is executed effectively.</p> <p>Create organizational capacity by appointing executive “champions” (e.g. Employee Engagement; Safety; Diversity and Inclusion; etc.) to see opportunities through different lenses</p> <p>Continue to enhance the ‘tool kit’ available to staff by adding services or programming to support client success via the Apprentice Success Enhancement Strategy, the Business Systems Enhancement Strategy and/or through continuous improvement of MyATC and other business systems.</p>
		Streamline functions to increase higher value functions, and reduce inefficiencies in processes for staff	Implement a Human Resources Plan (which includes plans for recruitment, retention, succession and employee recognition)
			<p>Provide all new staff with customer service training (excluding terms of 6 months or less)</p> <p>Developing a professional development/training plan that is position-specific for all SATCC</p>
		Facilitate a culture of inclusion and appreciation	Ensure staff members understand their impact on the organization’s success
	<p>Pursue opportunities to celebrate organizational success and acknowledge staff accomplishments</p> <p>Support employee engagement and social committee activities</p> <p>Developing and implementing inclusion strategies for culture within the SATCC, including Respect in the Workplace and Indigenous Awareness training.</p>		
	Foster Employee Engagement		

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4. STEWARD FINANCIAL RESOURCES EFFICIENTLY AND EFFECTIVELY	Acquire Adequate Financial Resources	Sustainable Government Funding	Develop annual business plan and budget to secure GRF grant to fund a sufficient number of training seats and support the Commission's operations
		Client Fee Revenue Review	Expand training options and occupations to generate additional revenues Conduct annual Client Fee Review to determine if changes to tuition and/or administrative fees are required
	Use of Financial Resources Effectively	Maximize Efficiency	Develop and implement annual Enterprise Risk Management Plan
			Develop and implement annual Internal Audit Plan
			Complete a Records Management Framework Review Minimize increases in administrative costs
			Minimize waste on training costs by maximizing seats filled
			Manage annual increases in technical training costs with training providers through the TPAs



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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

**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.

# SATCC 2022-27 STRATEGIC PLAN

## Appendix: Key to the SATCC Strategic Plan

### The Strategic Planning Wheel®



### 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?