

# SATCC 2017-22 STRATEGIC PLAN



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GOALS (WHAT WILL WE ACCOMPLISH?)	OBJECTIVES (WHERE?)	STRATEGIES (HOW?)	ACTIONS	MEASURE (DETERMINE SUCCESS?)
<p><b>1. SATISFY INDUSTRY DEMAND FOR A SKILLED AND CERTIFIED WORKFORCE IN SASKATCHEWAN</b></p> <p>[SPEAKS TO RELEVANCE]</p> <p>[“STAKEHOLDERS” INCLUDE EMPLOYERS, APPRENTICES, JOURNEYPERSONS AND TRADESPERSONS]</p>	Involve more Employers, Tradespeople and Apprentices in the apprenticeship and certification system	Be responsive to industry demand by offering technical training and services where apprentices live and work	Examine how tradespeople might be better prepared for management (a broader need of employers, an opportunity for SATCC)	New Apprentice Registrations
			Enhance online training options for upgrading and apprenticeship courses in more trades and occupations	Total Apprentices
			Change management: overcoming resistance to online and alternate delivery methods for technical training	Total Trade Qualifiers
				Technical Training Seats
	Meet the needs of industry and stakeholders	Keep training up to date with new technology and techniques	Actively engage industry through Trade Board, consultations and harmonization consultations	Online and alternate delivery options available
				Blue Seal Certifications
				Employer consultations
				Trade Board meetings
	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	JP Certificates Issued	
			Red Seal Exam Pass Rate	
			Real Completion Rate (RCR)	
	Add the ability to designate trades for certification only - no apprenticeship program would be maintained or required for this option.	Broaden options to certify occupations	Certificates issued in Occupations	
		Recognition/awareness: include in Communications and Awareness Plan (and funding of this)		

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			Changes needed: <ul style="list-style-type: none"> <li>• legislation (clarify current scope/constraints and opportunities)</li> <li>• biases (how things have been done) and a mindset change both to adding occupations and certification-only (scope / paradigm shift) (internal, occupational regulators, public opinion)</li> <li>• tracking system</li> </ul>	
	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 of benefits of hiring/apprenticing under-represented groups	Stakeholders' needs assessment – Stakeholder Communications Plan   Increase awareness for students (high school considering career in trades)  Enhance existing communications strategy to increase awareness for employers of benefits of hiring/apprenticing under-represented groups.	Total Employers   Indigenous Apprentices  Female Apprentices  Female Apprentices in PMT  Visible Minorities Apprentices  Persons w/ Disabilities Apprentices

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<b>2. DELIVER HIGH QUALITY SERVICES RELEVANT TO INDUSTRY/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	Business case to government for funding approval to of modern IT system; stakeholders influence	
			Evaluate and communicate Harmonization effects: integrate and influence	Employer Satisfaction w/ Training  Apprentice Satisfaction w/ Training  Trades Harmonized
			Update Process Mapping  Measure and evaluate efficiencies	
			Simplify tracking process to enhance issue resolution, compliance and enforcement capacity	SATCC Response Time to Industry  Ratio Compliance

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<b>3. EQUIP STAFF WITH THE TRAINING AND TOOLS TO PROVIDE OUTSTANDING SERVICE</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.  Increasing staff efficiency by modernizing IT system  Implement a Human Resources Plan (including a succession plan)  Link and resource Training to Service Standards expectations	Employer Satisfaction w/ SATCC services  Apprentice Satisfaction w/ SATCC services
	Foster Employee Engagement	Facilitate a culture of appreciation	Each staff member understanding their impact on the organization's success  Acknowledge staff accomplishments	Employee Engagement



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<b>4. MANAGE 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	
		Client Fee Revenue	Expanded training options and occupations to generate additional revenues  Change Tuition as CPTD changes  Review Administrative Fees on a regular basis	Share of Non-Government Revenue	
		Private sponsorship	Explore avenues for private sponsorships consistent with corporate and government values	Sponsorship Revenue	
	Effective Use of Financial Resources	Maximize Efficiency			
				Minimize increases in training costs (not due to volume of training seats) through training protocol agreements, competitive bids/tendering, etc.	
				Minimize increases in administrative costs	Administrative Cost Change
				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><b>The Strategic Planning Wheel<sup>©</sup></b></p>  <p><b>Values</b></p> <p><b>Measures</b></p> <p><b>Strategies &amp; Actions &amp; Initiatives</b></p> <p><b>Objectives &amp; Milestones</b></p> <p><b>Goals (Strategic Imperatives)</b></p> <p><b>Vision &amp; Mission</b></p> <hr/> <p> <b>Brown Governance</b></p>	<p><b>Strategic Planning Definitions</b></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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