

2010-11 Performance Results

Introduction

The Saskatchewan Apprenticeship and Trade Certification Commission (SATCC) logic model provides a framework for the Commission's strategic and business planning. Included in the model are three broad or medium-term outcomes to which resources and efforts are directed:

- Employer Training Commitment - Effective infrastructure for apprenticeship skills development for employers of skilled tradespersons.
- Trade Skills Development - Increased trade-specific competencies for apprentices and tradespersons.
- Validation of Trades Careers - Increased recognition by the Saskatchewan public of skilled trades as legitimate, valuable and rewarding career choices.

Based upon this framework and the 2009-12 SATCC Strategic Plan, the Commission's 2010-11 Business Plan set out the goals, key actions and performance measures the Commission would undertake during the year, including key initiatives and program priorities.

The following section articulates the Commission's goals, key actions and performance results for its operations from July 1, 2010 to June 30, 2011.

Goal 1

Service Delivery Excellence

To identify, develop, deliver and evaluate services and service targets to meet the needs of internal and external clients.

Key Action 1A

Ensure programs and services are delivered to apprentices, employers and tradespeople to meet the SATCC quality and service standard.

Performance Measures and Results for 1A

- 3,700 employer consultations/workplace visits -- Result -- 4,820 achieved.
- Communicate at least once with each new apprentice -- forecast 2,300 -- Result -- 2,854 achieved.
- Develop Annual Training Needs Assessment and Annual Training Plan to deliver apprenticeship technical training for 5,869 (forecast) registered apprentices -- Result -- Completed January 2011.
- Achieve success rates above national average on Red Seal exams -- Result -- In the 2010 calendar year, 79% of Saskatchewan apprentices eligible to write the Red Seal (Interprovincial) journeyman exam passed, compared to the national average of 71%.
- 95% employer satisfaction with quality of certified journeymen -- Result -- In the 2010 Apprentice and Employer Satisfaction Survey, 94.6% of employers surveyed are satisfied with the ability of their apprentices to perform tasks as expected¹.
- 90% employer satisfaction with apprentice ability to contribute to growth and profitability of firm -- Result -- In the 2010 Apprentice and Employer Satisfaction Survey, 96.3% of employers surveyed are satisfied with the ability of their apprentices to contribute to the success of their companies¹.

Apprentices: Registrations, Completions and Cancellations Five Year Overview 2006-07 to 2010-11				
Year	Number of Newly Registered Apprentices	Number of Completions	Number of Cancellations	Total Number of Registered Apprentices
2006-07	2,408	765	779	6,779
2007-08	2,853	861	640	8,130
2008-09	2,827	1,036	997	8,924
2009-10	2,778	1,225	1,341	9,136
2010-11	2,854	1,328	1,220	9,442

- 90% apprentice satisfaction with the quality of workplace training and variety of work assigned -- Result -- In the 2010 Apprentice and Employer Satisfaction Survey, 84.1% of apprentices surveyed are satisfied with the quality of their workplace training; 83.2% of apprentices say their employer assigns work so they experience a broad range of tasks¹.

¹ *Apprentice and Employer Satisfaction Survey Report (SATCC, August 2010). The report is available at: www.saskapprenticeship.ca/PUBLICATION/Other_Reports_Info/*

Key Action 1B

Ensure that national industry standards and Red Seal products (e.g. examinations and occupational analyses) reflect industry standards based on input from industry stakeholders.

Performance Measures and Results for 1B

- 120 industry board and committee meetings -- Result -- Held 126 meetings.
- Review and revise 34 Interprovincial examination banks and 121 locally developed examinations and supporting documents -- Result -- Reviewed and revised: 38 Interprovincial examination banks; and 155 locally developed examinations and supporting documents.

- Revise Red Seal National Occupational Analysis (NOA), Table of Specifications (TOS) and examination banks and release exams for Mobile Crane Operator, Hairstylist, Agriculture Machinery Technician, Partsperson and Roofer -- Result -- Revised Red Seal NOA, TOS, and examination banks for Hairstylist and Partsperson trades.

Key Action 1C

Represent Saskatchewan interests and provide leadership at the national and interprovincial level.

Performance Measures and Results for 1C

- SATCC staff to participate at CCDA, ISEC, ICEMS, CAF, and other national initiatives – Result – Staff participated in numerous ongoing national activities and initiatives including:
 - CEO member of the CCDA Executive Committee.
 - Director of Apprenticeship - Chair of the Interprovincial Computerized Examination Management System (ICEMS) Working Group .
 - SATCC Assistant Director of Programs representative on the Interprovincial Standards and Examination Committee

Program Development Activity	2008-09	2009-10	2010-11
Examinations Reviewed/Implemented			
• Interprovincial Examinations	42	33	38
• Provincial Journeypersons	2	1	2
• Level/Placement	8	17	16
• Practical	5	2	4
• Endorsement and Proficiency	1	5	6
• Diagnostic	1	5	2
• Examination Appeals Reviewed	14	43	37
Boards			
• Trade Board/Curriculum and Examination Development Board Meetings	122	116	126
• Trade Board Human Resource Plans	48	44	44
Trade Specific Program, Promotional and Information Materials Revised	115	114	155
Curriculum Changes to Training Providers	16	21	11

(ISEC) and Chair of this Red Seal Program national work group.

- Strategic Advisor to the CEO member of CCDA Research Committee and member on the CAF 2012 Conference Steering Committee.
- Communications and Marketing Manager member CCDA Communication and Promotion Committee.

Goal 2 Staff Resources

To recruit and maintain a positive, flexible and knowledgeable staff with access to training for innovative and technological change to ensure that human resources are able to support organizational needs.

Key Action 2A

Implementation of the SATCC Human Resource Plan.

Performance Measures and Results for 2A

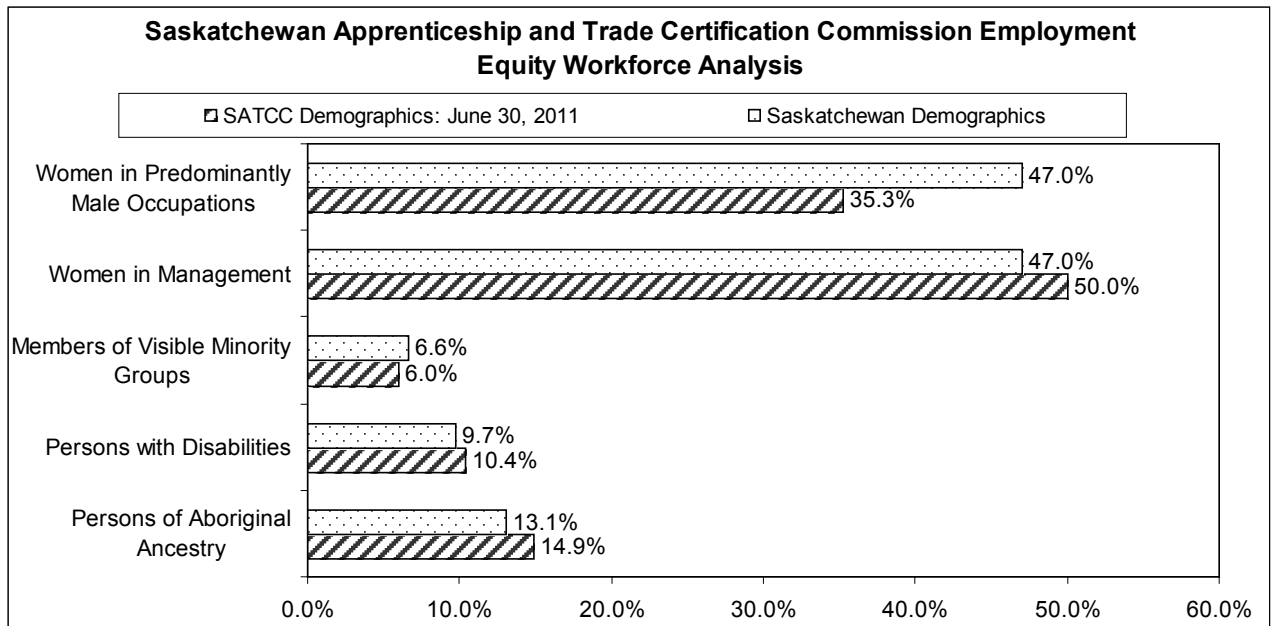
- SATCC workforce equity targets:
 - Persons of Aboriginal ancestry 13.1% -- Result -- 14.9% achieved.
 - Persons with disabilities 9.7% -- Result -- achieved 10.4%.
 - Members of visible minority groups 6.6% -- Result -- 6.0% achieved.
 - Women in underrepresented occupations 47% -- Result -- Achieved 39% (this includes the results for the following sub-categories: women in management at 50% and women in predominantly male occupations at 35.3%).

Key Action 2B

Develop and maintain a healthy and supportive team environment.

Performance Measures and Results for 2B

- Complete SATCC Regina office environment improvements -- Result -- 98% complete at the end of June 2011.



The Chief Executive Officer (CEO) is included in the 2011 statistics.

- Location search for Saskatoon office -- Result -- New office lease signed and office move initiated – subsequent to year end, new Saskatoon office opened to the public in July 2011.
- Two full staff meetings per year -- Result -- Held in December 2010 and May 2011.
- An active UMC that meets regularly -- Result -- Held in September 2010 and December 2010.
- Occupational Health and Safety committees that meet regularly -- Result -- Held in July 2010, October 2010, January 2011 and April 2011.

Key Action 2C

Develop SATCC Staff Training and Development Plan and encourage participation in the optional Employee Development Plan (EDP).

Performance Measures and Results for 2C

- 100% employee participate in staff training -- Result -- 14 staff members (20.9% of all employees) took training for job functions.
- 50% employee participation in optional EDP -- Result -- 20 staff members (29.9% of all employees) took training through EDP.

Key Action 2D

Update Operational Procedures manual.

Performance Measures and Results for 2D

- Review and update 10% of operations manual -- Result -- 25% of operations manual updated.

Key Action 2E

Continue implementation of governance and leadership training for Board members and senior management.

Performance Measures and Results for 2E

- SATCC Board of Directors complete a governance review -- Result -- September 2010 Board orientation and governance planning session identified several governance priorities including:
 - Board activities to enhance governance are progressive and ongoing.
 - Reviewed and revised 32 policies.
 - Reviewed and revised Board Committee structure resulting in four standing committees and two ad hoc committees.
 - Terms of Reference developed for each new Board Committee and existing committees' Terms of Reference reviewed and revised.
 - Implement Board Governance Self Appraisal Survey. SATCC Board members completed a revised self-evaluation instrument, reviewed the results leading to the development of the Board governance planning session agenda.
 - Annual Board planning session -- Held in September 2010.

Goal 3

To Promote Apprenticeship as a Valuable and Rewarding Career Choice

Key Action 3A

Evaluate and revise the Aboriginal Apprenticeship Initiatives (AAI).

Aboriginal Apprenticeship Participation		
Year	Total Aboriginal Apprentices Registered at June 30	Total Aboriginal Journey-persons Certified Each Year
2006-07	1,028	61
2007-08	1,243	66
2008-09	1,174	71
2009-10	1,216	76
2010-11	1,272	123

Performance Measures and Results for 3A

- Make recommendations to Senior Management Team (SMT) for 2011-12 program changes -- Result -- Final recommendations for 2011-12 AAI in progress, decisions regarding recommendations expected subsequent to June 30, 2011 year end.
- Provide \$400,000 in dedicated funding to Aboriginal trades exploration and apprenticeship training -- Result -- Nine projects approved for total funding of \$426,500.

Key Action 3B

Promote the AAI to Aboriginal groups.

Performance Measures and Results for 3B

- 30 advertisements in print media -- Result -- 87 advertisements placed; including advertisements directed primarily at Aboriginal audiences.

Key Action 3C

Evaluate foreign work experience program for efficiencies and enhancements on a three year cycle.

Performance Measures and Results for 3C

- Evaluation completed 2009-10, next evaluation required 2012-13.

Key Action 3D

Work with immigrants to determine their level of skill training and place them into the appropriate level for their trade or apprenticeship.

Performance Measures and Results for 3D

- Complete project on immigration registration across Canada to develop recommendations for best practices when registering foreign trades workers -- Result -- *Understanding the Assessment and Recognition of Foreign Trained Workers in the Red Seal Trades: A Cross-Canada Review of Methodology and Processes in Apprenticeship Systems to Assess and Recognize Credentials and Trade Experience* report completed. (The report is available online at: www.saskapprenticeship.ca/PUBLICATION/Other_Reports_Info/.)

Key Action 3E

Work with immigrant serving agencies, SIAST and other government agencies to create a transitional path to employment, training and trade certification for new Canadians.

Performance Measures and Results for 3E

- Attend five consultations regarding foreign trained workers in the skilled trades -- Result -- Five consultations held between March 2011 and June 2011.

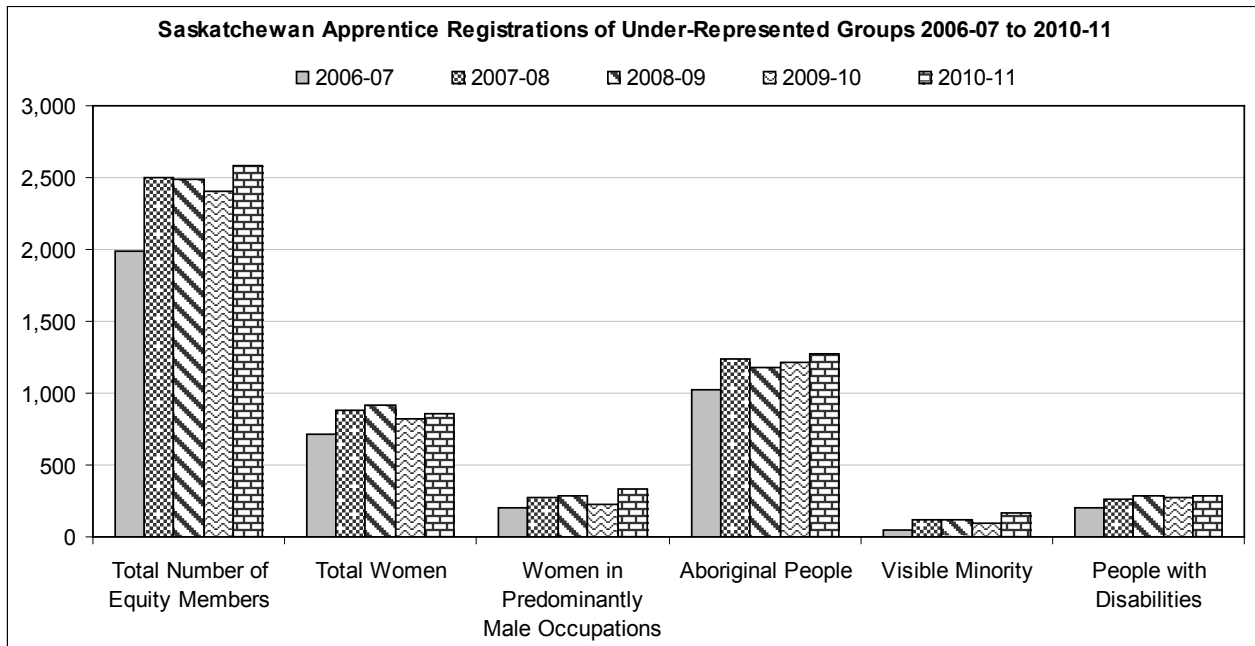
Key Action 3F

Actively support SIAST Foreign Credential Recognition Program.

Performance Measures and Results for 3F

- Participate on steering committee -- Result -- No meetings of the steering committee held in 2010-11.

Saskatchewan Apprentice Registrations of Under-Represented Groups 2006-07 to 2010-11						
Year	Total Number of Equity Members	Total Women	Women in Predominantly Male Occupations	Aboriginal People	Visible Minority	People with Disabilities
2006-07	1,993	719	202	1028	47	199
2007-08	2,500	882	278	1243	117	258
2008-09	2,490	915	285	1174	118	283
2009-10	2,409	824	228	1216	92	277
2010-11	2,579	853	332	1272	165	289



Key Action 3G

Support Women in Trades and Technology through promotion of skilled trades as a career for women.

Performance Measures and Results for 3G

- 30 advertisements featuring women in predominantly male trades -- Result -- 38 advertisements placed.

Key Action 3H

Continue to work towards expanding SYA Program participation through attendance at trade shows, career presentations and maintaining number of schools in SYA Program.

Performance Measures and Results for 3H

- 200 presentations and tradeshow -- Result -- SATCC staff made 324 presentations and tradeshow visits.
- 245 schools participating -- Result -- 255 schools participated.

Key Action 3I

Implement recommendations from the SYA Go Forward Working Group into the SYA Program to improve efficiencies and enhance the Program.

Performance Measures and Results for 3I

- Evaluate the recommendations and implement approved recommendations -- Result -- All approved recommendations implemented.
- Meet with Working Group two times per year -- Result -- In October 2010 the group's work was completed and the Working Group dissolved.

Key Action 3J

Develop and implement a customized database for SYA Program.

Performance Measures and Results for 3J

- Create a SYA database in ACCESS or other appropriate database format -- Result -- Existing database maintained with corrections and updates applied as required.

Saskatchewan Youth Apprenticeship (SYA) Program 2010-11	
Total Number of High Schools Enrolled	255
Total Number of Students Registered as Youth Apprentices	3,858
Number of Students Issued a Certificate of Completion	925
Number of Youth Apprentices Who Registered as Apprentices in the Regular Apprenticeship Program	318
Total Number of SYA Presentations to School Groups	408

Key Action 3K

Promote SYA Industry Scholarships to Saskatchewan high schools.

Performance Measures and Results for 3K

- 363 Saskatchewan high schools receive promotional materials -- Result -- 417 high schools received promotional materials.
- Award 40 SYA Industry Scholarships -- Result -- 40 scholarships awarded in May 2011; 25 scholarships paid to apprentices previously awarded scholarships in 2009 and 2010 who met the following requirements to receive payment, within two years of being awarded the scholarship:
 - completed one year of a contract of apprenticeship in Saskatchewan, including passing Level One technical training; or
 - successful completion of one year of a Saskatchewan post-secondary training program in a designated skilled trade.

Key Action 3L

Through Board membership, support the operations of the Regina and Saskatoon Trades and Skills Centres to promote articulation of short-term programming with designated trades.

Performance Measures and Results for 3L

- SATCC will nominate a representative to each Board -- Result -- Representatives nominated in September 2010.

Goal 4

Communication

To develop timely, accurate and clear communication methods based on what is needed to communicate and with whom we need to communicate.

Key Action 4A

Advertise apprenticeship and trades as a rewarding career choice.

Performance Measures and Results for 4A

- Place a minimum of 1,300 advertisements in different media (newspapers, newsletters, radio, television, website, educational providers, unemployment offices) -- Result -- 153 advertisements placed in different media as the Rawlco Radio Seeds of Success campaign was cancelled.
- Solicit media to run eight apprenticeship news articles highlighting various apprenticeship items -- Result -- 12 news articles on apprenticeship ran in various media outlets.
- Collaborate with industry sectors -- Result -- two sector partner brochures and two trades profiles.
- Implement social media ads (youth and employers) -- Result -- As of March 2011 when the Facebook page was launched, 243 people continue to like page, the site had 777 views, 353 unique users, 1,145 active users and 11,842 views of news feeds.
- Implement bus advertisements (interior - youth, exterior - employers/parents/teachers) -- Result -- nine interior signs and 29 exterior bus ads promoting apprenticeship to employers, youth and women in predominantly male trades.

- Unique SATCC website visits at 98,000; total website visits at 145,000 -- Result -- 99,024 unique visits to the SATCC website and 159,039 total number of website visits.

Key Action 4B

Develop key messages for stakeholders and the general public.

Performance Measures and Results for 4B

- Annual Communications Plan developed -- Result -- Planning for communications related activities completed as part of 2010-11 budget development process.

Key Action 4C

Profile outstanding achievement in trade certification.

Performance Measures and Results for 4C

- Hold annual Apprenticeship Awards event -- Result -- Held in November 2010 in Regina.
- Feature award recipients on the SATCC website -- Result -- 2010 recipients posted to the SATCC website at www.saskapprenticeship.ca/News/66/.

Key Action 4D

Incorporate key messages from the Ministry of Advanced Education, Employment and Immigration (AEEI) and the Government of Saskatchewan to ensure strategic alignment.

Performance Measures and Results for 4D

- Align AEEI and the Government of Saskatchewan strategic plans as part of SATCC reporting functions -- Result -- The 2009-10 Annual Report, 2011-12 Operations Forecast, and the 2011-12 Business Plan submitted to the appropriate government officials as required.

Key Action 4E

Evaluate, revise and renew organizational communication themes.

Performance Measures and Results for 4E

- Annual Communication Plan developed and approved -- Result -- Planning for communications related activities completed as part of 2010-11 budget development process.

Goal 5

Managing Financial Resources

To ensure sufficient financial resources for the continued delivery of services to internal and external clients.

Key Action 5A

Develop annual budget based on needs and changes to operations forecast financial needs.

Performance Measures and Results for 5A

- Complete operational forecasts/budget on time and present to SMT, Board and Ministry of AEEI -- Result -- SATCC 2009-10 Annual Report, 2011-12 Operations Forecast, and the 2011-12 Business Plan presented to SMT, SATCC Board and Ministry of AEEI, as appropriate and on time.

Key Action 5B

Develop and implement technical options to enhance efficiencies and determine processes for streamlining (includes technical options and office structures).

Performance Measures and Results for 5B

- Identify efficiencies (technical, office related) and implement solutions -- Result -- The following areas mapped from April 1, 2011, to August 31, 2011:
 - Examination;
 - Training Administration; and
 - Assessment.
- Identify top two priorities and streamline -- Result -- The SMT reviewed results from the initial Business Process Mappings (BPM) conducted earlier in 2010-11 and await results from other areas to determine appropriate priorities.

- Access to new data and statistics -- Result -- Several reports prepared for SATCC use including:
 - A bibliography of current research regarding women in predominantly male trades;
 - Select statistical comparisons for the western provincial apprenticeship systems; and
 - Labour market information for provincial, national and various industry sectors.
- Complete necessary repairs and improvements to the SATCC office environment in Regina -- Result -- 98% complete as of June 30, 2011.

Construction Association, Saskatchewan Mining Association, Saskatchewan Automobile Dealers' Association, Saskatchewan Provincial Building and Construction Trades Council, SIAST, Carlton Trail Regional College, Cumberland Regional College, Great Plains Regional College, Northlands Regional College, North West Regional College, Parkland Regional College and Southeast Regional College.

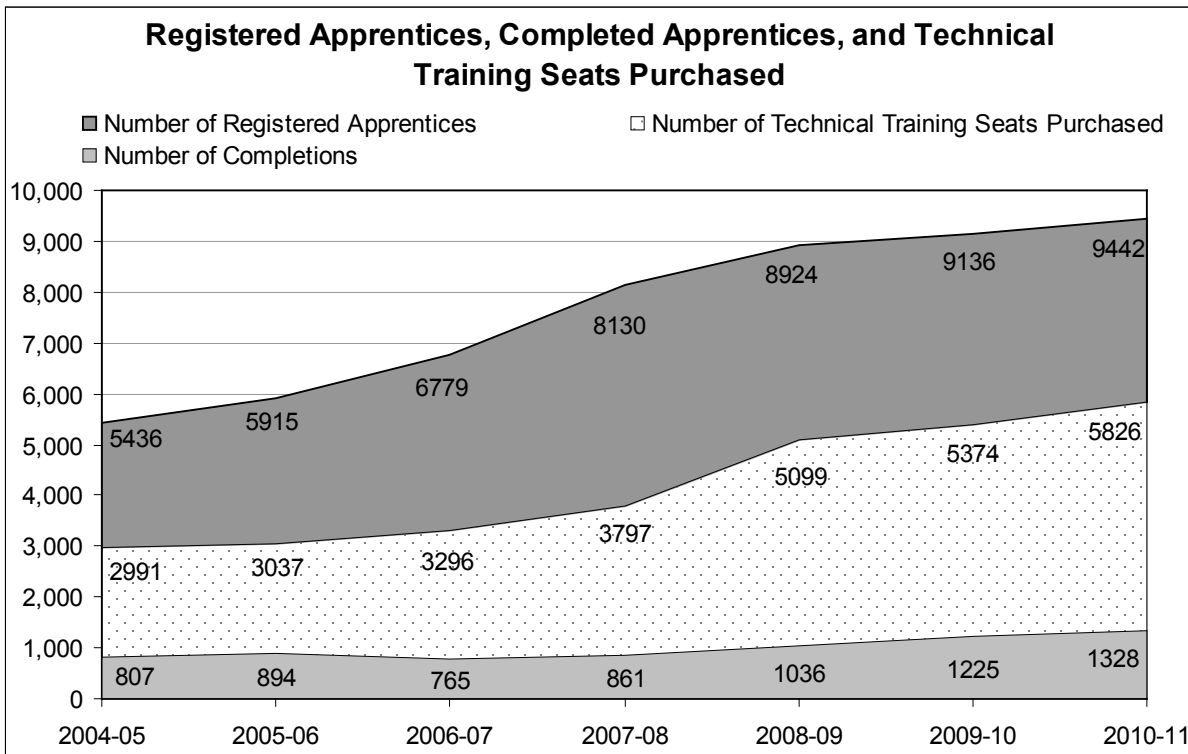
- Apply additional funding to finance special projects, as it becomes available -- Result -- The following report was released publicly by SATCC on March 14, 2011: *Understanding the Assessment and Recognition of Foreign Trained Workers in the Red Seal Trades: A Cross-Canada Review of Methodology and Processes in Apprenticeship Systems to Assess and Recognize Credentials and Trade Experience/* (The report is available online at: www.saskapprenticeship.ca/PUBLICATION/Other_Reports_Info/.)

Key Action 5C

Contact stakeholder resources and identify needs and resources for projects.

Performance Measures and Results for 5C

- 10 consultations with stakeholders to determine their needs and resources -- Result -- Meetings held with AEEI, Saskatchewan



Goal 6 Innovation

Improve processes and technology to streamline programs and activities to provide consistent, accurate information and services to internal and external clients.

Key Action 6A

Identify and encourage innovative and collaborative approaches to technical training by employers, unions, SIAST, regional colleges and other training partners. Revise technical training and testing materials to address changing workplace practices through regular meetings with trade experts, training providers to ensure the program remains current.

Performance Measures and Results for 6A

- 120 industry board meetings per year -- Result -- Held 126 meetings.
- Recommendations on technical training based on industry input -- Result -- 11 curriculum changes provided to training partners; SATCC engaged with industry to:
 - Review two IP (Red Seal trade) program guides: Ironworker Reinforcing Rebar and Motor Vehicle Body Repairer.
 - Revise program content objective locally for two trades: Powerline Technician and Industrial Mechanic (Millwright).

Key Action 6B

Evaluate and revise pilot initiative to deliver specialized training, such as Electrician upgrading through internet delivery and add more training as necessary.

Performance Measures and Results for 6B

- Four online technical training initiatives -- Result -- two online projects completed; as a result of developmental delays by the vendor it is expected the other two projects will be released in early 2011-12.

Key Action 6C

Identify operational and program efficiencies through the enhancement of current technology or implementation of new technologies.

Performance Measures and Results for 6C

- Review how other jurisdictions register apprentices and look for efficiencies in each jurisdiction to improve the process in Saskatchewan -- Result -- Ongoing discussions with the SIAST; internal business mapping project in progress, expected completion in 2011-12.

Key Action 6D

Regular review of new and key initiatives.

Performance Measures and Results for 6D

- Compile annual report for Senior Management Team -- Result -- In conjunction with ongoing review of initiatives at SMT meetings, the SMT annually prepares the following reports:
 - a Trimester Report to the Board regarding key initiatives;
 - the Business Plan;
 - an Operations Forecast for the next fiscal year; and
 - an Annual Report.