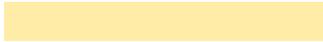
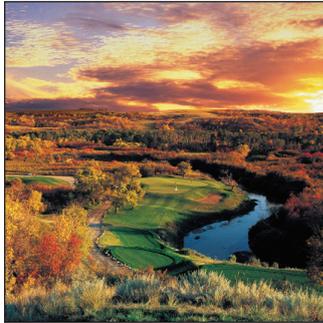


# Ministry of Immigration and Career Training



## Annual Report for 2018-19

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# Letters of Transmittal



*The Honourable Jeremy Harrison  
Minister of Immigration and  
Career Training*

Office of the Lieutenant Governor of Saskatchewan

I respectfully submit the Annual Report of the Ministry of Immigration and Career Training for the fiscal year ending March 31, 2019.



Jeremy Harrison  
Minister of Immigration and Career Training



*Alastair MacFadden  
Deputy Minister of Immigration  
and Career Training*

The Honourable Jeremy Harrison  
Minister of Immigration and Career Training

Dear Minister:

I have the honour of submitting the Annual Report of the Ministry of Immigration and Career Training for the fiscal year ending March 31, 2019.



Alastair MacFadden  
Deputy Minister of Immigration and Career Training

# Introduction

This annual report for the Ministry of Immigration and Career Training presents the ministry's results for the fiscal year ending March 31, 2019. It provides results of publicly committed strategies, key actions and performance measures identified in the *Ministry of Immigration and Career Training Plan for 2018-19*. It also reflects progress toward commitments from the Government Direction for 2018-19, the *Saskatchewan Plan for Growth – Vision 2020 and Beyond*, throne speeches and the ministry.

The annual report demonstrates the ministry's commitment to effective public performance reporting, transparency and accountability to the public.

## Alignment with Government's Direction

The ministry's activities in 2018-19 align with Saskatchewan's vision and four goals:

### Saskatchewan's Vision

*"... to be the best place in Canada – to live, to work, to start a business, to get an education, to raise a family and to build a life."*

Sustaining growth  
and opportunities for  
Saskatchewan people

Meeting the challenges  
of growth

Securing a better quality  
of life for all  
Saskatchewan people

Delivering responsive  
and responsible  
government

Together, all ministries and agencies support the achievement of Saskatchewan's four goals and work towards a secure and prosperous Saskatchewan.

# Ministry Overview

## Mandate Statement

The Ministry of Immigration and Career Training leads efforts to help individuals prepare for, obtain and maintain employment, and supports activities to assist employers with the development, recruitment and retention of workers consistent with provincial labour market needs.

## Mission Statement

To develop, attract and retain a skilled workforce that supports investment and economic growth in Saskatchewan and helps citizens realize their full potential.

## Primary Lines of Business

In 2018-19, the Ministry of Immigration and Career Training was comprised of three lines of business:

- ⇒ The **Immigration, Employment and Career Development Division** supports employment and career growth for Saskatchewan residents, as well as the attraction and settlement of newcomers into the social and economic life of the province. The division helps individuals launch and build careers in Saskatchewan.
- ⇒ **Training and Employer Services Division** develops training and other workforce solutions to develop, recruit and retain a skilled and diverse workforce. The division helps Saskatchewan employers navigate their labour market options, and provides strategic direction, oversight and investment to align the provincial training system with labour market needs.
- ⇒ The **Corporate Services Division** provides executive direction and centrally-managed services in the areas of finance, information technology, information management, privacy and program administration. It is also responsible for funding other services including marketing, head office and program-based accommodations and capital improvements required for the delivery of the ministry's mandate. It also provides funding for various central services that are delivered through shared services agreements with the Ministry of Energy and Resources and the Ministry of Trade and Export Development.

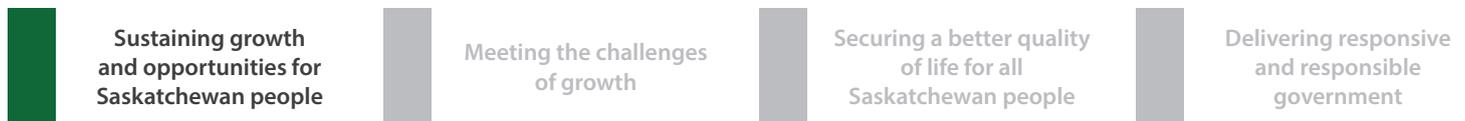
The ministry maintains relationships with a number of agencies important to the province's growth agenda, such as Innovation Saskatchewan, Tourism Saskatchewan and the Saskatchewan Apprenticeship and Trade Certification Commission.

Ministry employees provide services and programs through main offices in Regina and regional offices across the province.

The 2018-19 actual utilization was 246.8 full-time employees (FTEs).

# Progress in 2018-19

## Government Goals



Strategic priority from the *Saskatchewan Plan for Growth*: sustaining economic growth and addressing the challenges of growth.

## Ministry Goal

Employers have access to people with the right skills, at the right time.

## Strategy

Align skills development investments with the needs of the economy.

## Key Actions and Results

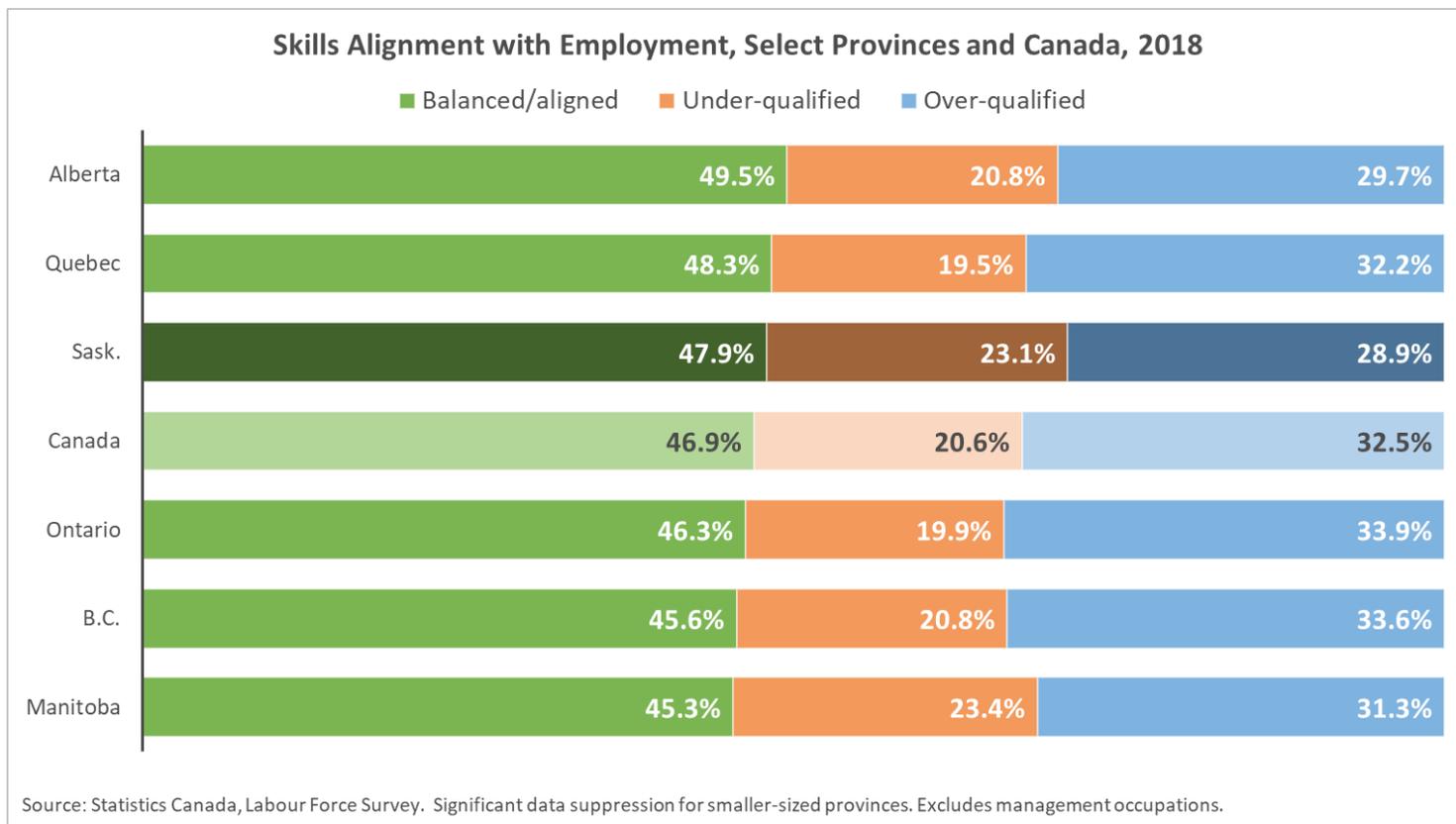
- ⇒ Invest in skills training opportunities that are responsive to the needs of employers.
  - ✦ Facilitated 13 employer outreach sessions and promoted employer services with over 350 employer representatives, including the Canada-Saskatchewan Job Grant program, apprenticeship training and skills training.
  - ✦ Developed a pilot Training Voucher program to support participation in training programs for unemployed workers from specific sectors that have been impacted due to economic conditions.
  - ✦ Supported training of more than 5,400 apprentices indentured to 2,400 employers. More than 1,500 individuals obtained journeyperson status.
  - ✦ Funded more than 3,700 credential-based skills training opportunities for individuals in high-demand occupations.
  - ✦ Funded more than 6,500 Adult Basic Education training opportunities for individuals to acquire essential skills for employment and/or obtain their Grade 12 credential.
- ⇒ Collaborate with the training sector to develop and implement a sector planning framework.
  - ✦ Assessed the training institutions' program plans in the context of provincial needs. This consolidated training plan helped to align the training programs with the skills and occupational needs of the province.
- ⇒ Develop a labour supply and demand model to inform planning and decision-making, and to better align labour market programming with the needs of the economy.
  - ✦ Quantified forecasted supply and demand for priority occupations identified by the Labour Market Information Advisory Committee.
- ⇒ Negotiate a new funding agreement for Foreign Qualification Recognition with the Government of Canada for workplace integration supports and to better match the knowledge and skills of newcomers with available jobs.
  - ✦ Successfully negotiated a Canada-Saskatchewan Foreign Qualification Recognition agreement to facilitate the labour market integration of immigrants in their targeted occupation and to address barriers to employment.

## Performance Measures

### Skills Alignment with Jobs

Measure the level of alignment between the educational levels of workers and the educational requirements of the occupations they are working in. The target is to achieve better alignment than the Canadian average for 2018-19.

- ⇒ In 2018, 47.9 per cent of Saskatchewan workers were employed in occupations that aligned with their levels of education. A person's "level of education" refers to the person's highest level of educational attainment (i.e. high school, certificate or diploma, university degree). It does not take into consideration other types of learning and development (i.e. proprietary training, on-the-job training, multiple certificates and/or designations).
- ⇒ Saskatchewan met the target to achieve better alignment than the Canadian average for 2018-19. In addition, Saskatchewan ranked third highest among the six provinces that had reportable data.



### Employer Uptake of the Canada-Saskatchewan Job Grant (CSJG)

Increase employer participation in the Canada-Saskatchewan Job Grant (CSJG) in 2018-19, using 2017-18 as a baseline.

- ⇒ Saskatchewan undertook targeted activities to improve program efficiencies and raise public awareness of the grant to increase program uptake in 2018-19. Improvements resulted in an open application period for CSJG applications in 2018-19.
- ⇒ As a result, in 2018-19 the total number of CSJGs increased by 22 per cent for a total of 1,058 agreements.

## Government Goals



Strategic priority from the Saskatchewan Plan for Growth: sustaining economic growth and addressing the challenges of growth.

## Ministry Goal

Saskatchewan is an attractive place for its residents to build their careers and for interprovincial and international migration.

## Strategy

Attract skilled workers to Saskatchewan's workforce.

## Key Actions and Results

- ⇒ Work with employers and community partners to improve the employment rate of groups who are under-represented in the workforce.
  - ↻ Workforce Development Program funding assisted 14,021 job seekers and workers in preparing for, obtaining and maintaining employment. More than 68 per cent of these participants self-identified as an Indigenous person, 24 per cent as under the age of 25 and 39 per cent as women.
  - ↻ The Employment Assistance Program for Persons with Disabilities (EAPD) assisted 3,641 job seekers and workers in preparing for, obtaining and maintaining employment.
  - ↻ Introduced the Enhanced Career Bridging program to help unemployed individuals connect to the labour force. Most participants are from under-represented groups.
  - ↻ Launched the Targeted Initiative for Older Workers (TIOW) program to increase the engagement of older workers (aged 55 to 64) in the labour force. Negotiated 10 projects with a commitment of more than \$2.8 million.
  - ↻ Hosted mental health and career development workshops for ministry staff, third-party service providers and other human service ministries to implement strategies for supporting or improving client mental health through career development practice.
  - ↻ Adjusted policies and trained staff to streamline referrals for individuals in receipt of Employment Insurance (EI) benefits to participate in approved training programs.
- ⇒ Attract skilled workers to Saskatchewan through national and international recruitment activities.
  - ↻ Assisted the Saskatchewan technology sector with domestic recruitment activities resulting in over 220 IT hires.
  - ↻ Led an IT labour recruitment mission to São Paulo, Brazil in partnership with Innovation Saskatchewan and Saskatchewan technology companies, resulting in 21 IT hires.
  - ↻ Attracted 11,109 new immigrants (4,500 nominees plus their spouses and dependents) to Saskatchewan through the Saskatchewan Immigrant Nominee Program (SINP), accounting for 72 per cent of total immigration to Saskatchewan in 2018.
  - ↻ Implemented an Expression of Interest system for the SINP program to facilitate efficiencies for applicants who only have to complete a full application if they are selected to apply for the program based on factors including education, work experience, language ability and connections to Saskatchewan.
  - ↻ Through the SINP Entrepreneur Program, SINP entrepreneurs and farmers invested \$39.8 million in the province and employed 388 workers in 2018-19.
  - ↻ Processed more than 2,900 job position approvals for employers to hire international workers through the SINP.
- ⇒ Modernize client service delivery through citizen-centred design and the development of online tools that employers, job seekers and students are looking for, such as the National Job Bank and an improved application intake process for the SINP.

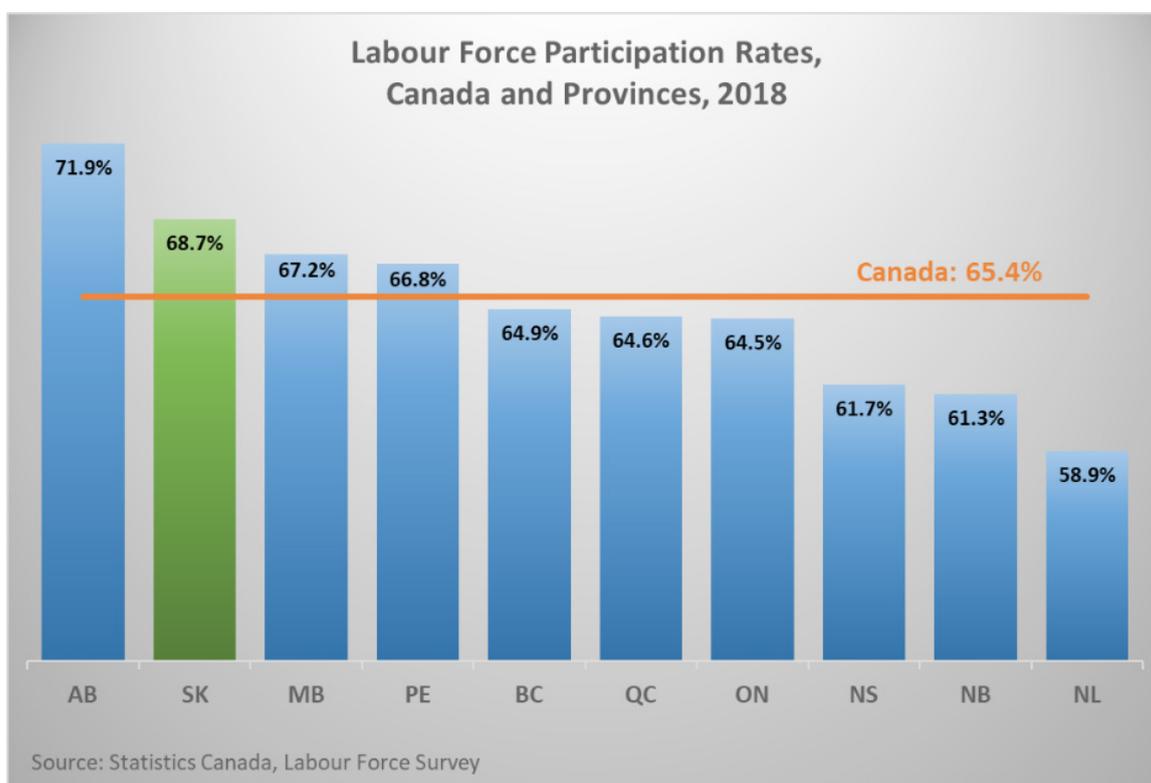
- ⇒ Enhancements were made to the SINP's online application to improve the user experience.
- ⇒ Enhanced immigration web content on saskatchewan.ca in order to improve clients' experiences when navigating the immigration process. The SINP web content on saskatchewan.ca attracted more than 8.7 million page views in 2018-19.
- ⇒ Built linkages between National Job Bank tools and the saskjobs.ca platform to supplement job postings with labour market information, career planning resources, job alerts and a job matching tool. Continued to operate SaskJobs.ca in parallel with National Job Bank so that the province can maintain the traditional services that SaskJobs.ca offers to employers and job seekers.
- ⇒ Provide employers and potential investors with tools and supports for strategic and inclusive workforce planning.
  - ⇒ Worked with sector leaders and employers to understand their specific demands for talent and to identify availability of those required skills.
  - ⇒ Advised employers on strategic workforce planning and strengthening employer brand as a means to recruit and retain top talent.
  - ⇒ Provided advice and guidance and planning support to organizations participating in recruitment missions.
- ⇒ Work with the Ministry of Trade and Export Development (TED) and economic development agencies to promote investment opportunities to immigrant entrepreneurs.
  - ⇒ The SINP's Entrepreneur Program and TED developed a new joint approach for the attraction of immigrant entrepreneurs wanting to operate businesses in Saskatchewan's priority sectors.

## Performance Measures

### Labour Force Participation Rates

Measure the labour force participation rate in Saskatchewan relative to the national average. The target is to exceed the national average.

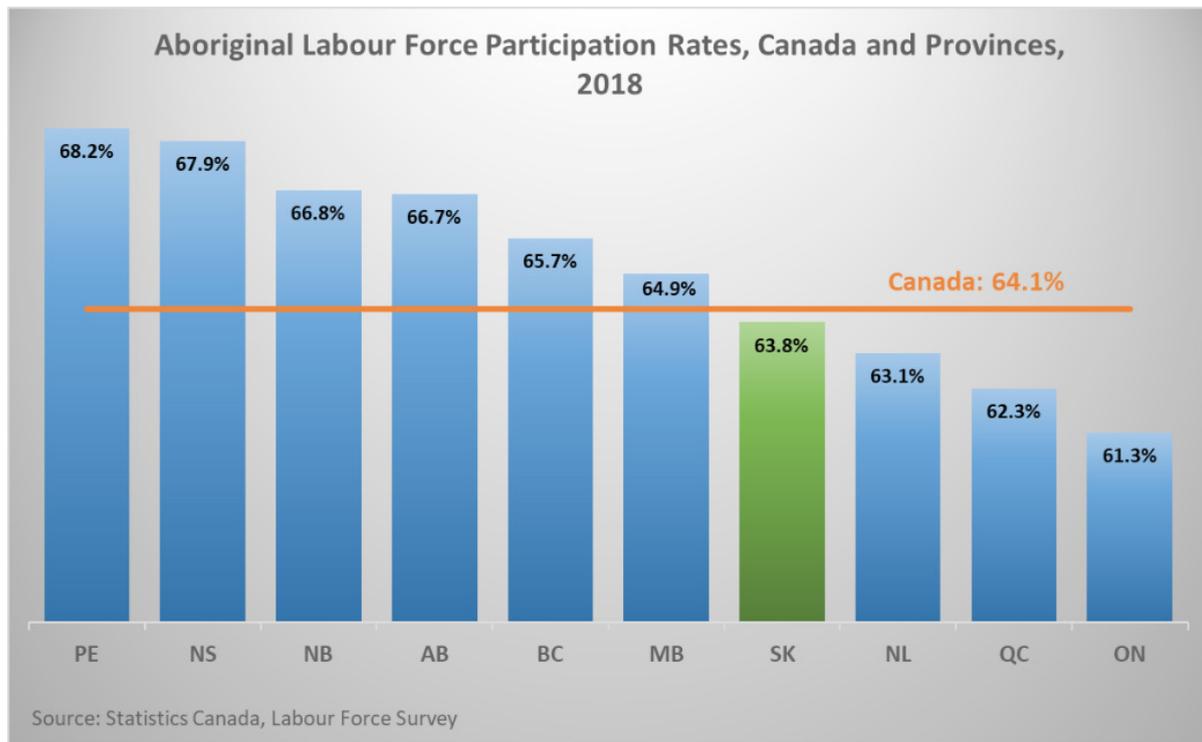
- ⇒ The labour force participation rate refers to the proportion of the population that is participating in the labour force (either employed or looking for work).
- ⇒ Saskatchewan met the target to exceed the national average: in Saskatchewan, 68.7 per cent of the population was participating in the labour force compared to the national average of 65.4 per cent. Saskatchewan had the second highest labour force participation rate among provinces.



## Labour Force Participation Rates of Indigenous Peoples

Measure the labour force participation rate of First Nations and Métis people in Saskatchewan, relative to the national average. The target is to exceed the national average.

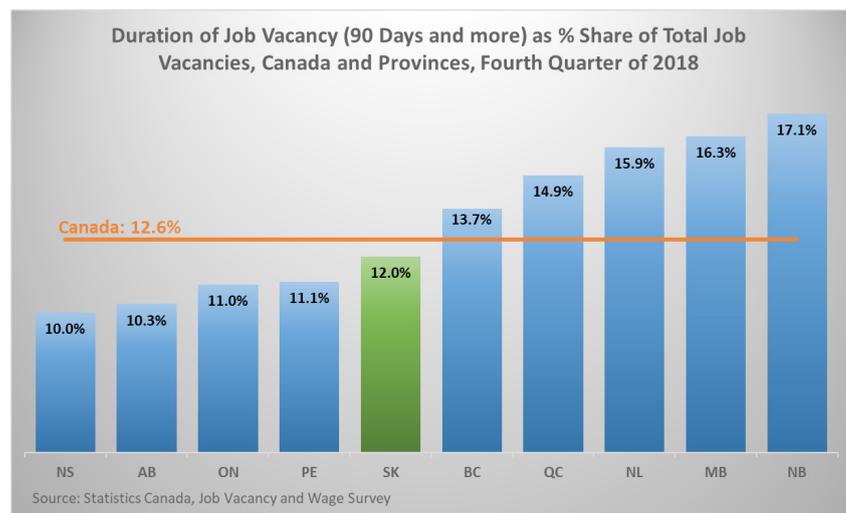
- ⇒ The national average of the off-reserve Indigenous population participating in the labour force was 64.1 per cent. Saskatchewan's average was 63.8 per cent, 0.03 per cent off of the target.



## Recruitment Time

Reduce the proportion of job vacancies in Saskatchewan that are deemed difficult to fill, using 2017-18 as a baseline.

- ⇒ The proportion of “job vacancies that are deemed difficult to fill” (job vacancies that were vacant for 90 days or more) is a way to measure the alignment between labour supply and demand: a higher proportion of “job vacancies that are deemed difficult to fill” can mean a greater mismatch between supply and demand; a lower proportion of “job vacancies that are deemed difficult to fill” can mean a narrower mismatch between supply and demand.
- ⇒ Saskatchewan reduced the proportion of “job vacancies that are deemed difficult to fill” from 14 per cent in 2017 (in the fourth quarter) to 12 per cent in 2018 (in the fourth quarter).
- ⇒ In addition, Saskatchewan’s proportion of “job vacancies that are deemed difficult to fill” is below the national average (12.6 per cent) and ranked fifth out of the ten provinces.
- ⇒ This data suggests that Saskatchewan’s alignment between labour demand and labour supply is stronger than the national average.



## Government Goals



Sustaining growth and opportunities for Saskatchewan people



Meeting the challenges of growth



Securing a better quality of life for all Saskatchewan people



Delivering responsive and responsible government

Strategic priority from the Saskatchewan Plan for Growth: sustaining economic growth and addressing the challenges of growth.

## Ministry Goal

Skilled workers adapt to changing labour market conditions and choose to advance their careers in Saskatchewan.

## Strategy

Retain skilled workers in the labour force.

## Key Actions and Results

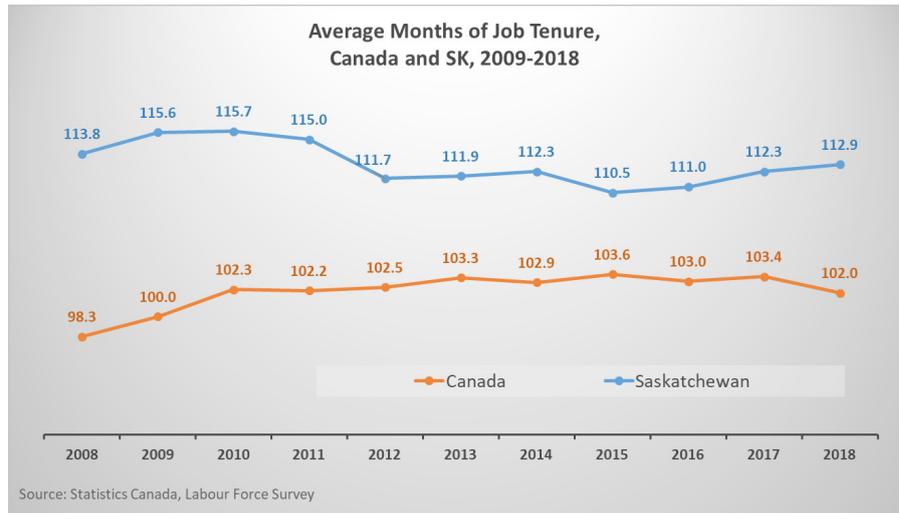
- ⇒ Increase employer-sponsored training to support the retention of workers and their career growth and productivity.
  - ↳ Developed and executed a marketing strategy to expand the reach of the Canada-Saskatchewan Job Grant (CSJG).
  - ↳ In 2018-19, Saskatchewan invested \$5.4 million in the CSJG program, which helps employers fund their training needs to increase business productivity, to support professional development, to plan for succession, and to adapt to changes in the labour market.
  - ↳ A survey of employers who accessed CSJG in 2018-19 found that 94 per cent of employers reported an improvement in business productivity as a result of the program. In addition, 96 per cent of employers indicated that the CSJG met their skills or training needs and 99 per cent of employers said they were satisfied with the CSJG.
- ⇒ Coordinate with the Government of Canada for efficient delivery of labour market programs and services, such as the Work Sharing Program, which is a federal adjustment program designed to help Saskatchewan employers and employees impacted by production slowdowns.
  - ↳ Negotiated an amendment to Saskatchewan's Labour Market Development Agreement (LMDA) with the federal government to receive targeted funding for seasonal workers in Saskatchewan, as well as workers impacted by trade disputes, including steel and aluminum workers and forestry workers.
- ⇒ Collaborate with human service ministries to develop a Common Client Tool that makes it easier for citizens to navigate their way to the programs and services they need.
  - ↳ As a result of collaboration with human services ministries, a client service screening tool is being launched in 2019.
- ⇒ Continue to work with the Ministries of Education and Advanced Education to create work placement opportunities for individuals to gain experience in Saskatchewan and support graduate retention.
  - ↳ Worked with training institutions to create and/or improve work placements in Essential Skills for the Workplace programs and other skills training programs. In the most recent academic year completed, there were 16 project with work placement connections that involved 211 learners.
  - ↳ Piloted a bridging program at the University of Saskatchewan for internationally trained teachers to earn provisional licensure to teach in Saskatchewan.
- ⇒ Invest in settlement programs and services to ensure immigrants participate in the workforce to their fullest potential.
  - ↳ Negotiated a memorandum of understanding (MOU) on Newcomers Settlement and Integration with the federal government to strengthen collaboration and improve outcomes for newcomers. A Canada-Saskatchewan bilateral Settlement and Integration Working Group was struck under the MOU to coordinate planning, design and delivery of federal and provincial settlement and integration services.
  - ↳ In 2018-19, \$8.4 million was invested in settlement and integrated services, including orientation and planning, language training, employment supports, pathways to foreign qualification recognition, entrepreneur business settlement supports, and referrals to community services.
  - ↳ Service providers responded to more than 35,123 client inquiries through Regional Newcomer Gateways, facilitating settlement and labour market integration.

# Performance Measures

## Job Tenure

Exceed the national average of job tenure in Saskatchewan.

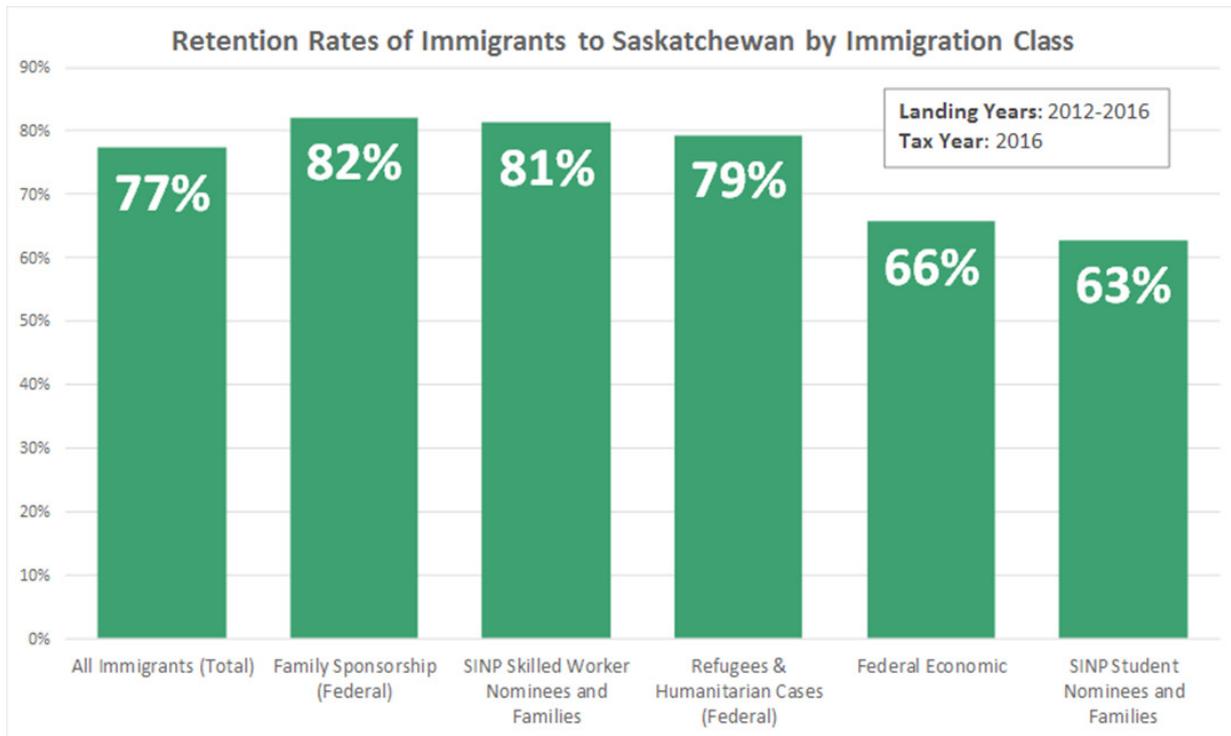
⇒ In 2018, Saskatchewan's average job tenure was 112.9 months, the highest among provinces, and above the national average of 102 months.



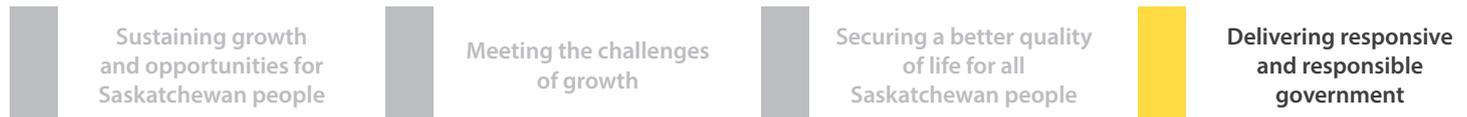
## Immigrant Retention Rate

Achieve retention rates of 80 per cent for immigrants settling in Saskatchewan.

⇒ Between 2012 and 2016 (most recent data available), the retention rate for all immigrants was 77 per cent.



## Government Goals



Strategic priority from the Saskatchewan Plan for Growth: fiscal responsibility to support growth.

## Ministry or Organization Goal

Ensure fiscal alignment, balanced budgets and a more effective government through continuous improvements.

## Strategy

Continue to pursue organizational excellence.

## Key Actions and Results

- ⇒ Ensure the ministry's systems are up to date with the required information technology infrastructure to enhance services to citizens and businesses.
  - ↻ Conducted an assessment of the ministry's current client information system and launched a multi-year initiative to improve the delivery and administration of labour market programs and services.
- ⇒ Pilot new initiatives for greater fiscal alignment.
  - ↻ Developed standard practices and shared corporate services for the three new ministries (i.e. ICT, TED and Energy and Resources).
  - ↻ Developed new processing guidelines/policies to comply with reporting requirements for the new Labour Market Transfer Agreements.
  - ↻ Improved the fiscal forecasting process, which led to improved reporting and budget utilization.
- ⇒ Build upon a client-centred service approach to improve services for all clients.
  - ↻ Citizen-Centred Service training was delivered to ministry staff.
- ⇒ Lead and support the development of a high performing organization and a safe work environment.
  - ↻ Ensure knowledge transfer and succession planning are incorporated into the ministry's planning.
    - Training and resources were provided to ministry staff to ensure compliance with policies related to legislation, contracts, and financial management.
    - Established baseline physical and psychological safety climate scores for the ministry.
  - ↻ Empower employees to think, act and implement creative solutions.
    - Established the Central Learning Policy for ministry-wide training priorities, including Service Excellence training and Prosci Change Management training.
    - Established a Culture Committee to promote engagement and recognition activities.
    - Ministry staff members undertook training to become Mental Health First Responders to support the well-being of colleagues.
  - ↻ Include the voice of the client/customer in program development and review.
    - Conducted three comprehensive program evaluations, which included interviews and/or surveys with clients/customers and key stakeholders.
    - Conducted a program review of Adult Basic Education – Essential Skills for the Workplace program and implemented changes to funding mechanisms and service delivery changes to reduce administrative burden on delivery partners.
  - ↻ Meet all legislative requirements as outlined in the *Saskatchewan Employment Act*.
    - The ministry was compliant with all legislative requirements as outlined in the *Saskatchewan Employment Act*.

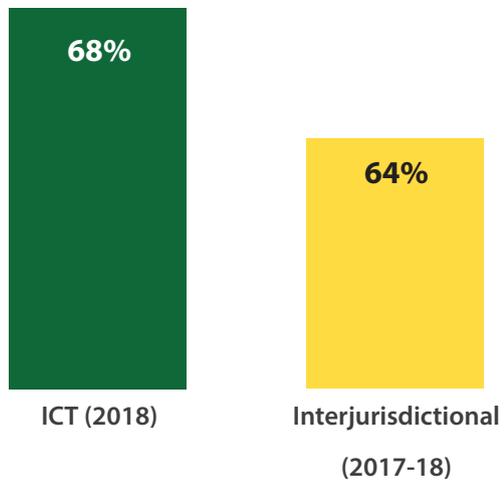
## Performance Measures

### Employee Engagement

The target is to have an employee engagement score that is higher than its interjurisdictional peers for 2017-18.

- ⇒ Saskatchewan's employee engagement index was higher than interjurisdictional peers.

### Employee Engagement Index



### Employee Safety

The target is to increase the psychological and physical safety rating in the ministry, using 2017 as a baseline year.

- ⇒ The Ministry of Immigration and Career Training was only established in 2018. Therefore, the ministry had to set baselines in 2018.
- ↳ The psychological safety baseline rating is 3.38 and the physical safety baseline is 3.45.
- ⇒ ICT's psychological and physical safety ratings exceeded provincial targets.

# 2018-19 Financial Overview

## 2018-19 Budget vs. Actual Expense Variance Report

### Summary of Expenditures

The following table outlines information on actual and budgeted expenditures by subvote and subprogram, as per the structure for the Ministry of Immigration and Career Training. Variance explanations are provided for individual variances that are greater than \$100,000. The ministry has a Full Time Equivalent (FTE) staff complement of 246.8 FTEs in 2018-19..

Subvote/Subprogram	<i>In thousands of dollars</i>				
	Actual Expenditures 2017-18**	Estimate 2018-19	Actual Expenditures 2018-19	Variance Over/(Under) 2018-19	
<b>IC01 Central Management and Services</b>					
Minister's Salary (Statutory)*	-	54	54	-	
Executive Management	-	891	786	(105)	1
Central Services	-	8,497	8,224	(273)	1
Accommodation Services	-	5,078	4,297	(781)	2
<b>IC01 Central Management and Services Total</b>	-	<b>14,520</b>	<b>13,361</b>	<b>(1,159)</b>	
<b>IC02 Immigration, Employment and Career Development (IECD)</b>	-	<b>12,722</b>	<b>11,338</b>	<b>(1,384)</b>	1
<b>IC03 Training and Employer Services (TES)</b>	-	<b>3,117</b>	<b>2,569</b>	<b>(548)</b>	1
<b>IC04 Labour Market Programs</b>					
Essential Skills	-	24,145	25,394	1,249	3
Skills Training	-	17,847	17,847	-	
Workforce Development	-	19,194	18,619	(575)	4
Saskatchewan Apprenticeship and Trade Certification Commission (SATCC)	-	20,135	21,537	1,402	5
Provincial Training Allowance (PTA)	-	27,917	23,406	(4,511)	6
Apprenticeship Training Allowance (ATA)	-	2,745	2,159	(586)	6
Employability Assistance for Persons with Disabilities (EAPD)	-	9,545	10,035	490	7
Canada-Saskatchewan Job Grant	-	7,393	5,379	(2,014)	6
Immigration	-	7,743	8,512	769	7
<b>IC04 Labour Market Programs Total</b>	-	<b>136,664</b>	<b>132,888</b>	<b>(3,776)</b>	
<b>Total Appropriation</b>	-	<b>167,023</b>	<b>160,156</b>	<b>(6,867)</b>	
Capital Asset Acquisition	-	-	-	-	
Capital Asset Amortization	-	230	181	(49)	
<b>Total Expense</b>	-	<b>167,253</b>	<b>160,337</b>	<b>(6,916)</b>	

\* Statutory adjustment to Minister's Salary.

\*\* 2017-18 amounts are related to the Ministry of Economy and no comparable numbers are available.

**Variance Explanations (Amounts greater than \$100 thousand):**

1. General operational savings and vacancy management salary savings.
2. Reduced government footprint.
3. Extra designated spending as a result of reallocation of PTA funding.
4. Savings due to contracts deferral to the year 2019-20.
5. Over expenditure to support investment in new Apprenticeship Management System.
6. General program underutilization.
7. Pressure due to increased contract costs to deliver program.

# 2018-19 Financial Overview

## Summary of Revenue

The Ministry of Immigration and Career Training (ICT) collects revenue on behalf of the government from the Federal-Provincial cost sharing labour market programs, and other associated services and fees.

All revenue collected is deposited in the General Revenue Fund. A summary of ICT's 2018-19 budgeted revenue compared to actual revenue is presented below. An explanation of major variances are provided on all revenue that is greater than \$1.0 million (M).

ICT's actual revenue for 2018-19 was \$83.012M, an increase of \$2.590M over the 2018-19 budget estimates.

Summary of Revenue (In thousands of Dollars)			
Revenue Category	2018-19 Budget (\$000's)	2018-19 Actual (\$000's)	Variance Over / (Under) (\$000's)
<b>Other Revenue</b>			
General Education Diploma Transcripts	8	7	(1)
Freedom of information		1	1
Other Registration Fees	2,000	2,459	459
Casual Revenue (Forfeitures)	1,800	1,978	178
Cash Refunds of Previous Years' Expenses	730	112	(618)
Changes in Previous Years' Estimates		394	394
Salary Overpayment Refunds Previous Years		27	27
<b>Other Revenue</b>	<b>4,538</b>	<b>4,978</b>	<b>440</b>
<b>Other Federal Transfers</b>			
Workforce Development Agreement	28,718	28,366	(352)
Labour Market Development Agreement	47,166	49,668	2,502
<b>Other Federal Transfers</b>	<b>75,884</b>	<b>78,034</b>	<b>2,150</b>
<b>Total Revenue Ministry of Immigration and Career Training</b>	<b>80,422</b>	<b>83,012</b>	<b>2,590</b>

## Explanations of Major Variances:

1. Increase in federal transfer payment due to re-negotiated Labour Market Transfer Agreements (LMTA).

# For More Information

Marketing and Communications

Ministry of Energy and Resources

Ministry of Immigration and Career Training

Ministry of Trade and Export Development

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