

Ministry of Immigration and Career Training

Annual Report for 2019-2020

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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 for the Ministry of Immigration and Career Training for the fiscal year ending March 31, 2020.

A handwritten signature in black ink, appearing to read 'Jeremy H.' with a stylized flourish.

Jeremy Harrison
Minister of Immigration and Career Training



Clint Repski
Acting 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 for the Ministry of Immigration and Career Training for the fiscal year ending March 31, 2020.

A handwritten signature in black ink, appearing to read 'Clint Repski' in a cursive style.

Clint Repski
Acting Deputy Minister of Immigration and Career Training

Ministry Overview

Vision

Employers have a diverse, inclusive and talented workforce driving Saskatchewan's growth.

Mandate

The Ministry of Immigration and Career Training helps individuals prepare for, obtain, and maintain employment, and leads activities required to assist employers with the development, recruitment and retention of workers. The ministry's key tasks involve delivering services and programs that address labour demand and undertaking activities to fully engage Saskatchewan's labour supply.

Mission

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

The Ministry of Immigration and Career Training is organized into 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.
- The **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 the shared service agreement with the Ministry of Energy and Resources and the Ministry of Trade and Export Development.

Ministry employees work from three office locations in Regina and regional offices across the province. In 2019-20, full-time equivalent (FTE's) utilization was 260.6.

Legislation

The ministry is responsible for the legislation outlined below:

- *The Apprenticeship and Trade Certification Act, 1999*
- *The Apprenticeship and Trade Certification Act, 2019*, including:
 - *The Apprenticeship and Trade Certification Commission Regulations, 2003*
 - *The Apprenticeship and Trade Certification Regulations, 2003*
- *The Economic and Co-operative Development Act*, but only with respect to:
 - Clause 8(a) which is jointly assigned to the Minister of Immigration and Career Training, the Minister of Agriculture, the Minister of Environment, the Minister of Parks, Culture and Sport, the Minister of Trade and Export Development and the Minister Responsible for Tourism Saskatchewan;
 - Clause 16(a) which is jointly assigned to the Minister of Immigration & Career Training and the Minister of Trade and Export Development; and
 - *The Saskatchewan Immigrant Nominee Program Regulations*
- *The Education Act, 1995*, but only with respect to:
 - Subsection 3(1) which is jointly assigned to the Minister of Immigration and Career Training, the Minister of Advanced Education, and the Minister of Education
- *The Human Resources, Labour and Employment Act*, but only with respect to:
 - Subsection 4(2) and section 4.01
- *The Indian and Native Affairs Act*, but only with respect to:
 - Clause 7(b) which is jointly assigned to the Minister of Immigration and Career Training and the Minister Responsible for First Nations, Métis and Northern Affairs
- *The Multiculturalism Act*, but only with respect to:
 - Clauses 4(g) and (h) which are jointly assigned to the Minister of Immigration and Career Training and the Minister of Parks, Culture and Sport
- *The Northern Saskatchewan Economic Development Act*
- *The Post-Secondary Education and Skills Training Act*, which is jointly assigned to the Minister of Immigration and Career Training, and the Minister of Advanced Education, except section 5, clauses 15(2)(a), (c), (d), (e), (i) and (j) and section 17 which are jointly assigned to the Minister of Immigration and Career Training, the Minister of Advanced Education, and the Minister of Education
 - except *The Training Program Regulations* which are jointly assigned to the Minister of Immigration and Career Training, and the Minister of Education, but with respect to the Minister of Education, only as these regulations relate to the literacy programs
- *The Research Council Act*
- Regulations under *The Executive Government Administration Act*, including:
 - *The Employment Program Regulations*
 - *The Skills Training Benefit Regulations* which are jointly assigned to the Minister of Immigration and Career Training and the Minister of Advanced Education.

2019-20 Operational Plan Link

The Ministry of Immigration and Career Training 2019-20 Operational Plan can be found here:

<http://www.saskatchewan.ca/government/government-structure/ministries/immigration-and-career-training>

Progress in 2019-20 Ministry

Goal 1

Government Goals



Ministry Goal

Employers have workers with the right skills, at the right time.

Strategy

Align labour market investments with the evolving needs of the economy to advance Saskatchewan's competitiveness.

Key Actions

- Invest in skills training opportunities that are responsive to the needs of employers (e.g. work-based learning).
 - Over \$69 million was invested in training programs including: more than \$24 million to Adult Basic Education Essential Skills, more than \$7 million to Job Grant, nearly \$18 million to Skills Training and nearly \$20 million to Apprenticeship.
 - Funded nearly 3,500 credential-based skills training opportunities for individuals in high-demand occupations.
 - Funded more than 7,200 Adult Basic Education training opportunities for individuals to acquire essential skills for employment and/or obtain their Grade 12 credential, an increase of 11 per cent from 2018-19.
- Collaborate with the training sector to develop and implement a sector planning framework that matches supply with demand.
 - Joint planning with training delivery partners focused on alignment of training programs with provincial labour market demand in key economic sectors.
 - Facilitated 53 employer outreach sessions, with 1,061 participants to promote programs and services with employer representatives.
- Work with employers and community partners to improve the employment rate of groups who are under-represented in the workforce.
 - The ministry continues investing in programming with a focus on under-represented groups including: older workers, indigenous persons, people with disabilities and new immigrants. In 2019-20, the ministry contributed over \$27 million to partnerships with community-based organizations and training institutions targeting indigenous training and employment. The ministry also invested nearly \$10 million to support Employability Assistance for People with Disabilities in 2019-20.

- Labour Market Development Agreement funding assisted nearly 30,000 individuals in developing skills for employment. Providing these supports improved the workforce participation rate in Saskatchewan and resulted in a top-two ranking among provinces and territories.
- The Employability Assistance for People with Disabilities (EAPD) assisted nearly 6,000 job seekers and workers in preparing for, obtaining and maintaining employment. 84 per cent of program participants who were surveyed indicated that the intervention better prepared them to find employment; 78 per cent indicated that the intervention better qualified them for a new job; and 74 per cent indicated that the intervention better qualified them for their existing job.
- Continued the Enhanced Career Bridging program into its second year to help unemployed individuals connect to the labour force. Most participants are from under-represented groups.
- The Targeted Initiative for Older Workers (TIOW) program continued into its second year in 2019-20, and the ministry proceeded with seven service providers and signed six agreements totaling \$1.4 million.
- Enable employer-sponsored training to support the retention of workers and their career growth and productivity.
 - The Canada-Saskatchewan Job Grant (CSJG) supports the retention of workers and their career growth. The ministry worked to improve CSJG program efficiency and increase uptake. The number of CSJG applications increased from 1,395 in 2018-19 to 1,621 in 2019, representing an increase of 16.2 per cent from last year.
- Provide employers and potential investors with tools and supports for strategic and inclusive workforce planning.
 - To mitigate the impact of layoffs through the Rapid Response service, the ministry worked with a number of industry associations and employers expecting slowdowns or considering layoffs. In 2019-20, 61 rapid response initiatives were delivered to 53 companies representing 3,658 individuals.

Performance Measure Results

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

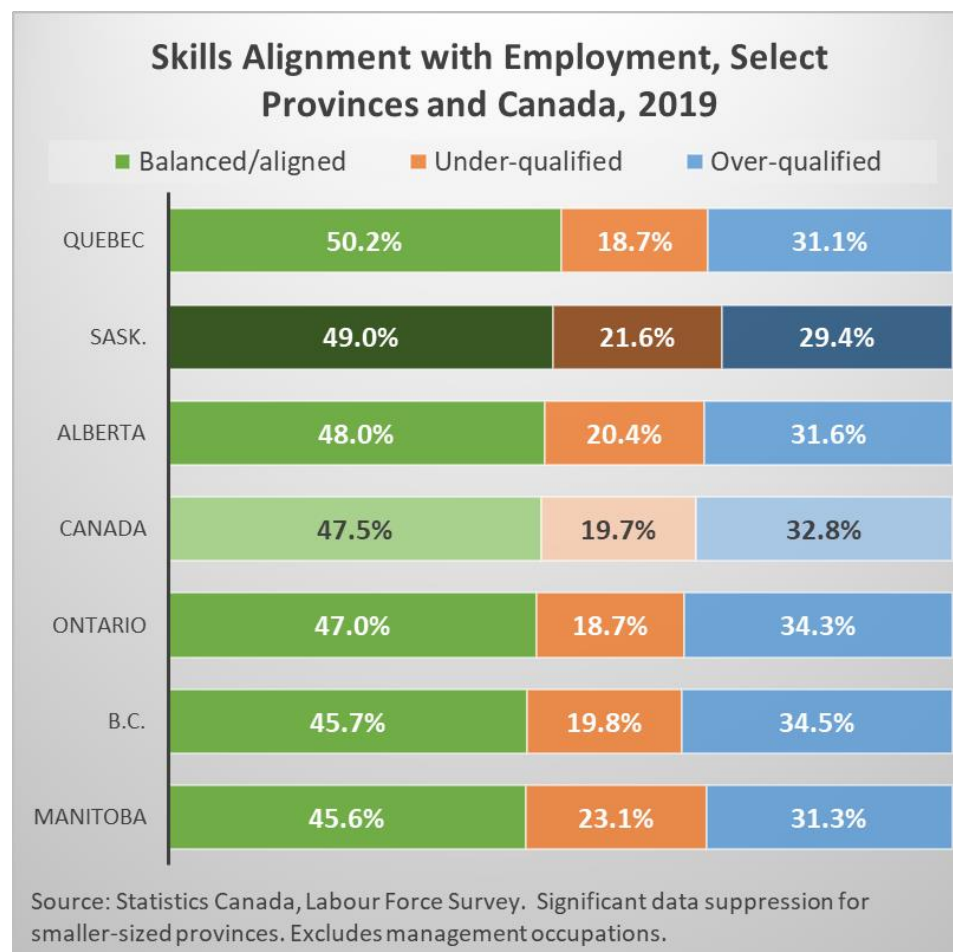
Measures the employer uptake of the CSJG. The target was to increase employer CSJG participation levels to over 869 agreements in 2019-20. The ministry has worked to increase program uptake by improving program consistency, raising public awareness and engaging with stakeholders. As a result, the ministry exceeded its target, with the total number of CSJG agreements increasing from 1,058 in 2018-19 to 1,302 in 2019-20 (an increase of 23 per cent).

Skills Alignment with Jobs

This measures the alignment between educational levels of workers and the educational requirements of the occupations they are working in. An individual'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 (e.g.: proprietary training, on-the-job training, multiple certificates and/or designations).


The target in 2019-20 was to achieve a top-three ranking in Canada and to exceed the national average of 47.5 per cent of workers employed in occupations aligning with their level of education. The ministry achieved both targets:

- In 2019-20, 49.0 per cent of Saskatchewan workers were employed in occupations that aligned with their level of education, exceeding the national average.
- Saskatchewan ranked 2nd highest among provinces in 2019-20, exceeding the target of ranking 3rd.




Progress in 2019-20 Ministry Goal 2


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

Ministry Goal

Saskatchewan provides the opportunity for people to build their career and adapt to changing labour market conditions.

Strategy

Develop, attract and retain workers from diverse backgrounds to advance Saskatchewan's competitiveness.

Key Actions

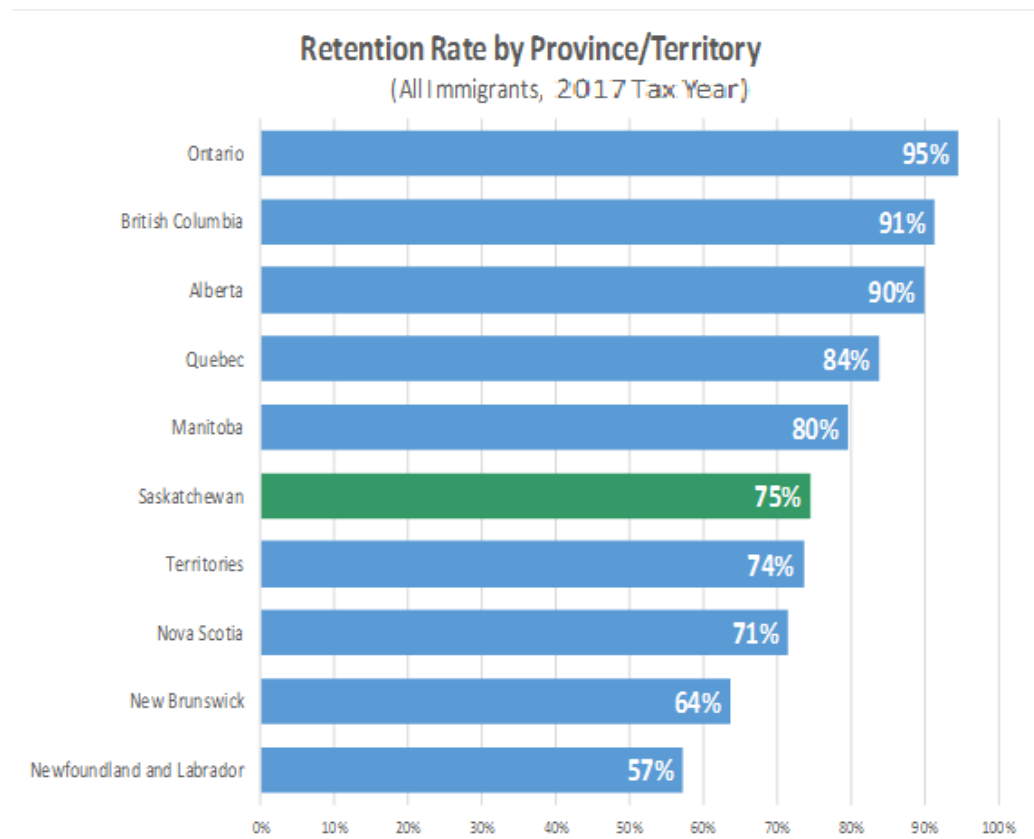
- Invest in programs and services to prepare employees for the changing nature of work.
 - A pilot to expand self-employment programs to a broader client group is underway. The ministry reviewed and refined self-employment policy and processes to improve efficiency, effectiveness and client-service.
- Attract skilled workers to Saskatchewan through national and international recruitment activities.
 - The Saskatchewan Immigrant Nominee Program (SINP) received over 7,400 applications from 126 countries in 2019-20. The SINP continues to further enhance the integrity of the immigration system, attract the most talented, internationally trained individuals and increase investment to key economic sectors.
 - In 2019, the Ministry issued 4,000 SINP nominations- 3,932 skilled workers, 63 Entrepreneurs and 5 farmers.
 - The ministry also received 3,110 job approval forms, and approved 2,323 job approval forms, as well as 3,031 job approval letters, which are required for nominations of immigrants with job offers.
- Work with human services ministries and delivery partners on developing supports and resources for transition between education, training and employment.
 - Collaborated with the ministries of Social Services, Education and Advanced Education to adapt an enterprise-wide digital platform for students to explore their career identity, build their personal plans for post-secondary education and employment and develop a skills portfolio they can build upon throughout their career.
- Coordinate with the Government of Canada for efficient delivery of workforce and settlement programs and services.
 - In the second year of a five-year Settlement Memorandum of Understanding with Immigration, Refugees and Citizenship Canada, a joint work plan was created to better coordinate and prioritize investments at both strategic and operational levels. The ministry continues to collaborate with the federal government and advance Saskatchewan's priorities.

- The ministry collaborated with the federally funded Future Skills Centre, providing assistance with their Regional Sounding Tour to Saskatchewan, influencing their priorities for their Request for Proposals, and also aided them in connecting with Saskatchewan service providers.

Performance Measure Results

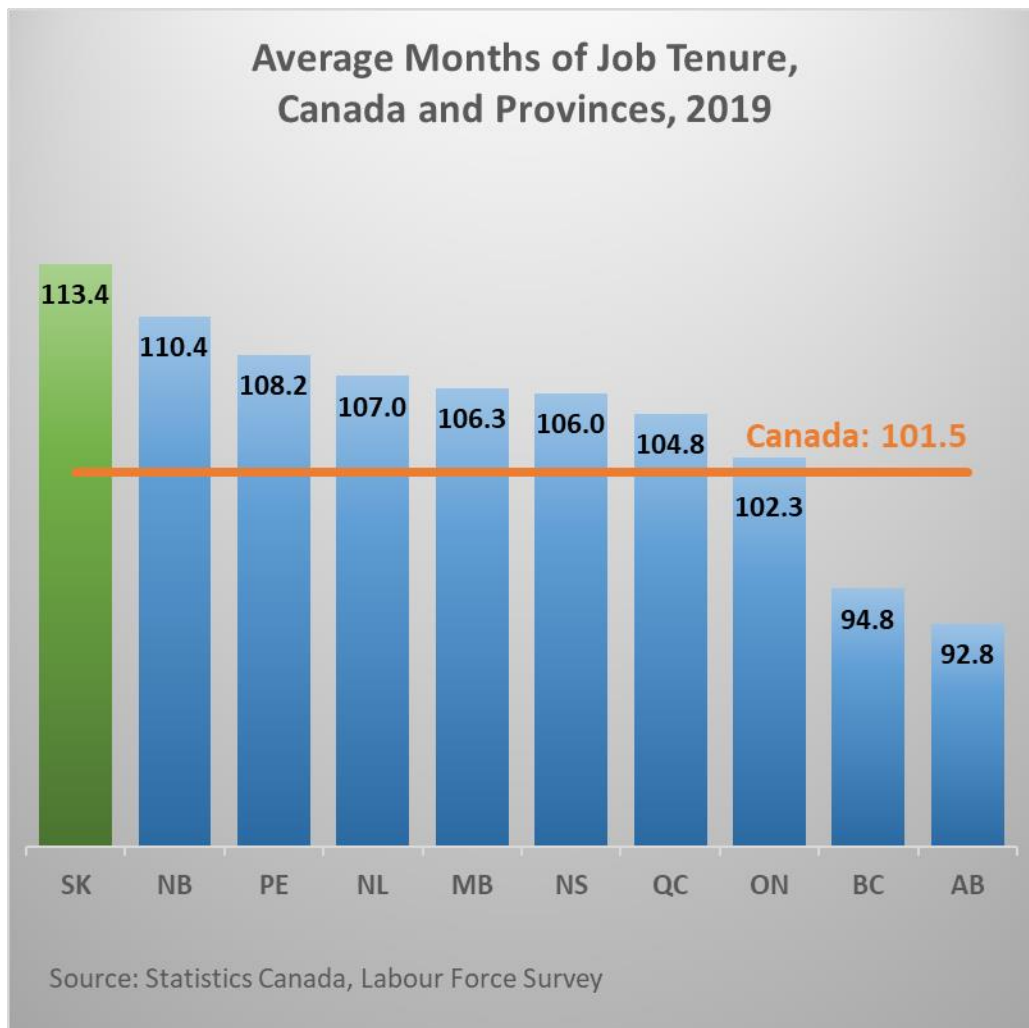
Immigration Retention Rate

This measures the percentage of immigrants settling and staying in Saskatchewan. The original target for 2019-20 was 80 per cent, however a new target has been established, and it is a retention rate of 85 per cent by 2030 (as outlined in the 2030 Growth Plan). For the 2017 tax year, Saskatchewan's Immigration Retention Rate was 75 per cent, which was the 6th highest among provinces.



Job Tenure

This measures the average months of job tenure in Saskatchewan relative to the national average. The target was to achieve a top-two ranking in Canada for 2019-20. Saskatchewan achieved its targets for 2019-20, with an average job tenure of 113.4 months in 2019, which was the highest among provinces, and well above the national average of 101.5 months.

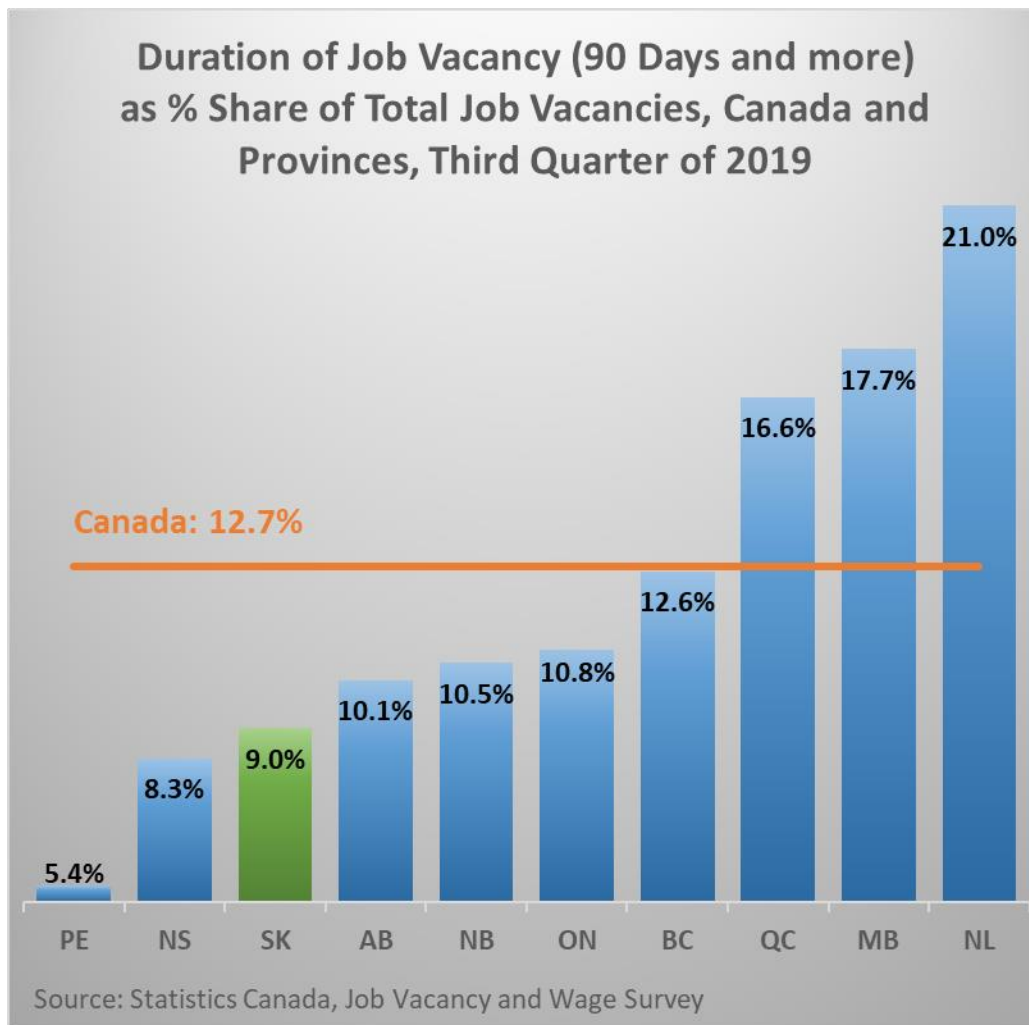


Recruitment Time

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.

The target was to reduce the proportion of job vacancies in Saskatchewan that are deemed difficult to fill to below 13.8 per cent for 2019-20. The ministry achieved this target. By December 2019, Saskatchewan reduced the proportion of 'job vacancies that are deemed difficult to fill' from 11 per cent in 2018 (in the third quarter) to 9 per cent in 2019 (in the third quarter). In addition, Saskatchewan's proportion of 'job vacancies that are deemed difficult to fill' is below the national average (12.7 per cent) and was the third lowest among provinces.

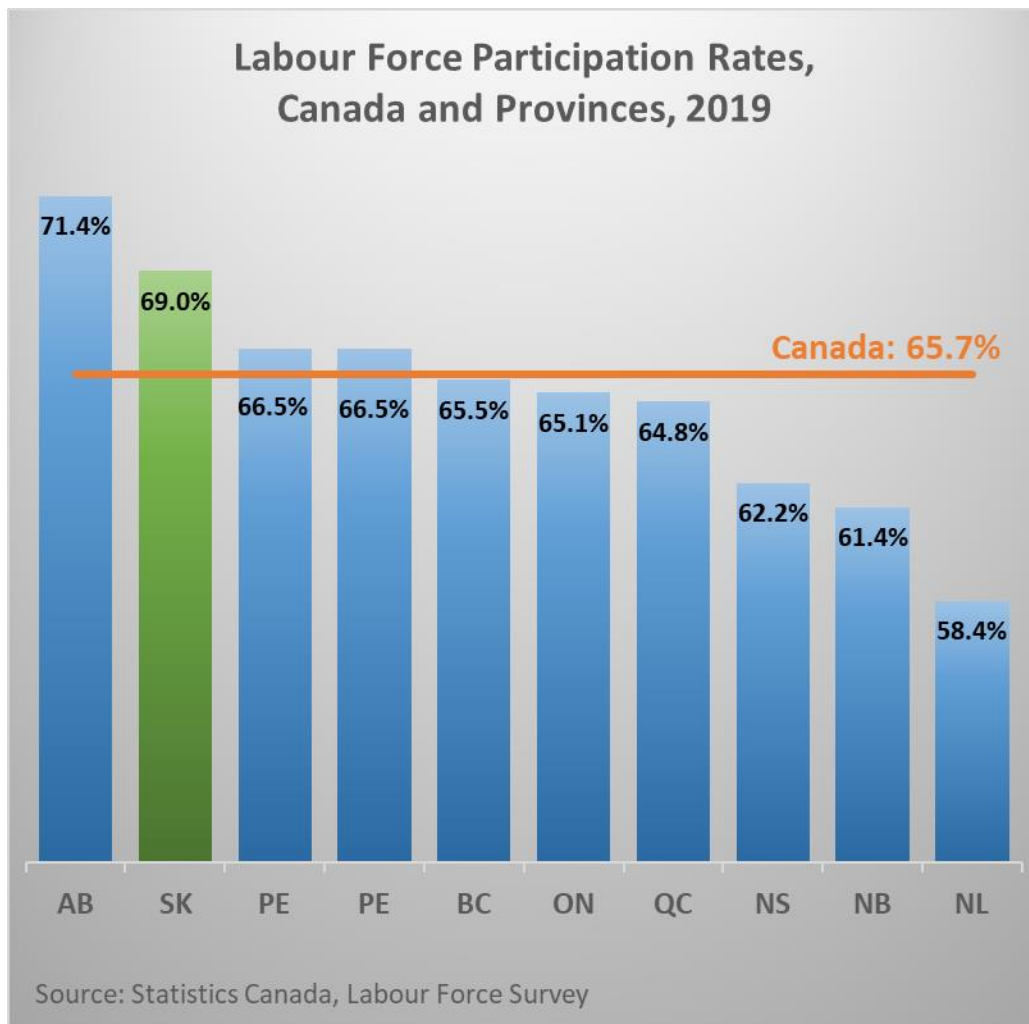
*Note: year-end data from Statistics Canada was postponed due to Covid-19



Workforce Participation Rates

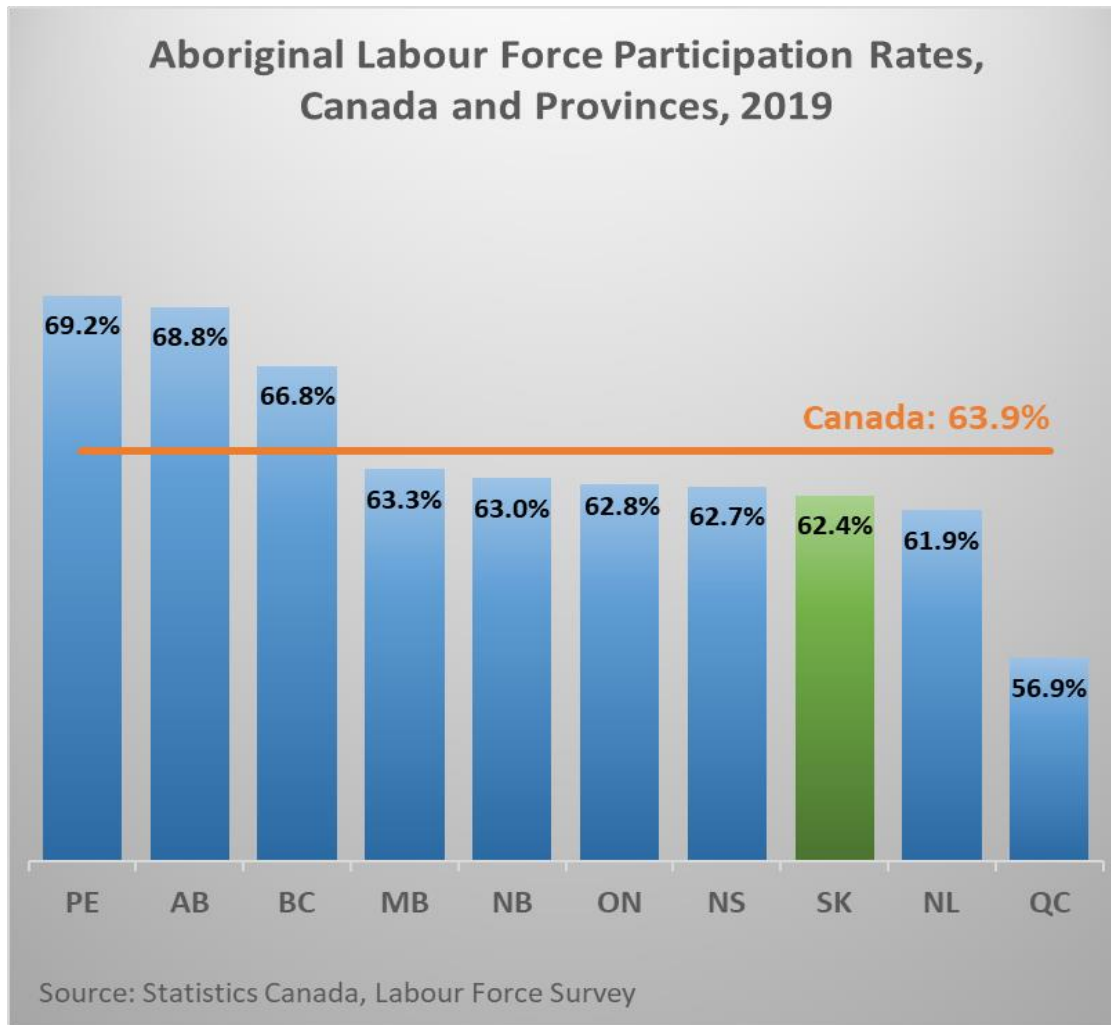
Measures the workforce participation rates in Saskatchewan relative to the national average. The labour force participation rate refers to the proportion of the population that is participating in the labour force (either employed or looking for work).

The target was to achieve a top-two ranking in Canada for 2019-20 and to exceed the national average of 65.7 per cent for 2019-20. The ministry achieved both targets. In 2019, 69.0 per cent of Saskatchewan's population was participating in the labour force, exceeding the national average, and also had the second highest labour force participation rate among provinces.



Workforce Participation Rates of Indigenous People

Measures the workforce participation rates of First Nations and Métis people in Saskatchewan, relative to the national average. The target was a top-four ranking in Canada for 2019-20. In 2019, Saskatchewan's off-reserve Aboriginal labour force participation rate was 62.4 per cent which ranks 8th among provinces and below the national average of 63.9 per cent.



Progress in 2019-20 Ministry Goal 3

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

Ministry Goal

Organizational Excellence

Strategy

Strong public service through employee engagement, professional development, collaboration, innovation and leadership at all levels. This also includes effective stewardship of resources through accountability, transparency and a focus on outcomes.

Key Actions

- Ensure up-to-date information technology infrastructure to enhance services to residents and businesses.
 - The Modernization of Agreements, Programs and Services (MAPS) will improve the delivery of programs and services across the ministry by updating technology, data and legislation. In 2019-20 MAPS achieved full endorsement and acquired an implementation partner. The first of four technical releases was initiated and expected to be deployed in early 2020-21. MAPS is targeted for completion in 2021.
- Use predictive analytics to inform policy and program improvements.
 - Launched an analytics project focused on transitions to post-secondary in collaboration with Education and Advanced Education to establish baseline data and set the foundation for future research and analytics projects.
- Review and update the ministry's regulatory frameworks with a focus on making it less prescriptive and more outcome-focused.
 - Completed a red-tape and modernization regulatory review for apprenticeship and introduced new legislation and regulations for the apprenticeship system.
 - Regulatory modernization is a key component of the multi-year MAPS project, which will help make ministry regulations less prescriptive and more outcome-focused. The Training Program Regulations were completed in 2019.
 - It is anticipated that the Employment Program Regulations will be completed in the summer of 2020. The project, in its entirety, is expected to be completed by Fall 2020.
- Modernize client service delivery through citizen-centered design and the development of online tools that employers, job-seekers and students are looking for.
 - The ministry continues to align the needs of employers, training institutions and job seekers to improve client outcomes for these groups.
- Build upon a client-centered approach to improve services and outcomes.
 - The ministry placed an increased emphasis on customer-service training to improve client

service. To date, nearly half of all ministry staff have completed the Service Excellence course.

- Support the development of a high-performing system of labour market activities and a safe working environment.
 - The ministry continues to collaborate and work with industry and government partners to coordinate efforts that support the development, recruitment and retention of skilled workers.
 - The ministry also implemented a number of safety improvements and activities in the past year, including improving communication, enhancing building security standards, and building health and safety governance for the ministry.
- Improve financial reporting and accountability.
 - Monthly financial forecast reviews were conducted with senior management and leadership. Reviews, which incorporate trend/expenditures analysis, resulted in a comprehensive analysis of savings/pressures and were reflected in forecast submissions. The ministry's variance between Q3 and year-end was only 0.11 per cent, well below the goal of 2.0 per cent variance.
 - Senior management worked to prioritize key actions to fully utilize the ministry's budget, and came within \$6M between forecast and year-end expenditures.
 - Two-year internal audit plans for the ministry were approved in June 2019 and work continues to complete audits and implement recommendations which improve the ministry's policies and programs.

Performance Measure Results

Employee Engagement Score

This measures the employee engagement of staff in the ministry. In 2018, ICT achieved a 68 per cent engagement score, which was above the 2017-18 inter-jurisdictional average of 64 per cent. Engagement is only measured once every two years (bi-annually) in the Government of Saskatchewan. The target is to improve engagement scores and have a score higher than inter-jurisdictional peers. A new employee engagement survey will be conducted in 2020 to measure progress.

Employee psychological safety climate score

This measures the psychological safety climate score of ministry staff by the national average. The Government of Saskatchewan's psychological safety climate target is 3.2. The ministry's target is to maintain or exceed the previous baseline of 3.38. The ministry experienced a slight dip to 3.26 in 2019-20, but continues to exceed the Government of Saskatchewan target.

Employee physical safety climate score

This measures the physical safety climate score of ministry staff by the national average. The Government of Saskatchewan's physical safety climate target is 3.2. The ministry's target is to maintain or exceed the previous baseline of 3.45. The ministry has improved its physical safety climate score to 3.48 and continues to exceed the Government of Saskatchewan's target.

Financial Summary

2019-20 Budget vs. Actual Expense Variance Report by Subvote and Subprogram

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. Additional financial information can be found in the Government of Saskatchewan Public Accounts located at <https://publications.saskatchewan.ca/#/categories/893>

Subvote/Subprogram	<i>In thousands of dollars</i>			
	Actual	Estimate	Actual	Variance
	Expenditures 2018-19	2019-20	Expenditures 2019-20	Over/(Under) 2019-20
IC01 Central Management and Services				
Minister's Salary (Statutory)*	54	56	56	-
Executive Management	786	937	995	58
Central Services	8,224	12,647	10,354	(2,293) ¹
Accommodation Services	4,297	4,942	4,210	(732) ²
IC01 Central Management and Services Total	13,361	18,582	15,615	(2,967)
IC02 Immigration, Employment and Career Development (IECD)	11,338	11,178	10,571	(607)³
IC03 Training and Employer Services (TES)	2,569	5,430	4,614	(816)³
IC04 Labour Market Programs				
Essential Skills	25,394	24,145	24,478	333 ⁴
Skills Training	17,847	17,847	17,527	(320) ⁵
Workforce Development	18,619	19,449	20,410	961 ⁴
Saskatchewan Apprenticeship and Trade Certification Commission	21,537	19,884	19,884	-
Provincial Training Allowance (PTA)	23,406	26,512	24,252	(2,260) ⁶
Apprenticeship Training Allowance (ATA)	2,159	2,745	1,991	(754) ⁶
Employability Assistance for Persons with Disabilities (EAPD)	10,035	9,393	9,673	280 ⁴
Canada-Saskatchewan Job Grant	5,379	7,393	5,812	(1,581) ⁶
Immigration	8,512	7,743	8,558	815 ⁷
IC04 Labour Market Programs Total	132,888	135,111	132,585	(2,526)
Total Appropriation	160,156	170,301	163,385	(6,916)
Capital Asset Acquisition	-	(2,750)	(1,373)	1,377 ⁸
Capital Asset Amortization	181	585	183	(402) ⁸
Total Expense	160,337	168,136	162,195	(5,941)

*Statutory adjustment to Minister's Salary.

Variance Explanations

1. General operational savings, vacancy management salary savings, and capital savings due to MAPS project implementation delay

2. Reduced government footprint
3. General operational savings and vacancy management salary savings
4. Extra designated spending as a result of reallocation of PTA funding
5. Savings due to service provider contract deferral
6. General program underutilization
7. Pressure due to increased contract costs to deliver program
8. Project implementation delay of MAPS project

Summary of Revenue

The Ministry of Immigration and Career Training 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 the ministry's 2019-20 budgeted revenue compared to actual revenue is presented below. An explanation of major variances is provided on all revenue that is greater than \$1.0 million (M).

The ministry's actual revenue for 2019-20 was \$98,329M, an increase of \$16,007M over the 2019-20 budget estimates.

Summary of Revenue (In thousands of Dollars)			
Revenue Category	2019-20 Budget (\$000's)	2019-20 Actual (\$000's)	Variance Over/(Under) (\$000's)
Other Revenue			
General Education Diploma Transcripts	8	6	(2)
Freedom of information	-	1	1
Other Registration Fees	2,250	2,252	2
Casual Revenue (Forfeitures)	1,800	16,185	14,385 ¹
Cash Refunds of Previous Years' Expenses	730	240	(490)
Changes in Previous Years' Estimates	-	(266)	(266)
Other Revenue	4,788	18,418	13,630
Other Federal Transfers			
Workforce Development Agreement	29,207	28,819	(388)
Labour Market Development Agreement	48,327	51,092	2,765 ²
Other Federal Transfers	77,534	79,911	2,377
Total Revenue Ministry of Immigration and Career Training	82,322	98,329	16,007

Explanation of Major Variances:

1. Ministry staff prioritized a new process in 2019-20 to identify nominees who didn't meet the commitments in their Business Performance Agreement with the SINP. Staff used federal landing data to identify these nominees and initiative the Procedural Fairness (forfeiture) process for those nominees
2. Increase in federal transfer payment due to re-negotiated Labour Market Transfer Agreements.