

Commission Board Bulletin



MESSAGE FROM COMMISSION BOARD CHAIR - GARRY KOT



Garry Kot, Commission Board Chair

On behalf of the Commission Board of Directors, I am pleased to issue the second annual Commission Board Bulletin with the purpose of reporting a few key accomplishments and announcements during 2011-12.

It has been another year of growth in the number of apprentices registering. At this time we have about 2,760 new registrants and expect that to increase by fiscal year end. Final figures will be confirmed in the SATCC annual report released in October 2012. There is no evidence of apprenticeship training slowing down as we now have about 9,690 apprentices.

With this continued growth, it is timely that the Board has embarked on the task of reviewing and renewing our five-year Strategic Plan. With the assistance of a facilitator and in consultation with industry, we will identify needs, challenges and solutions, and compile them into a cohesive, comprehensive plan to be released this fall. Watch the SATCC website for details.

In the midst of this, we are also searching for a new CEO to replace Joe Black, who will be retiring March 2013. It is an exciting time for him as he moves forward, and also a time for us to reflect on the strong support and direction we've received from Joe since he came on board in 2007.

The support for the Saskatchewan Youth Apprenticeship Industry Scholarship also continues to grow. To date, we have had over \$400,000 in private sector contributions that will enable the SATCC to award 100 - \$1,000 scholarships this year, which is an increase of 60 over last year.

The SATCC Board is pleased that Regina is hosting the 2012 Canadian

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Apprenticeship Forum National Apprenticeship Conference, June 3rd to 5th in Regina. Approximately 300 delegates from around the country will participate in this biannual event. This is the first CAF Forum hosted in our province. I am sure it will be informative and productive for all participants, and an opportunity to showcase our apprenticeship system to the rest of Canada.

I thank the Board members for their input, participation and leadership. We look forward with continued optimism to 2012-13.

COMMISSION BOARD MEMBERS

(effective September 15, 2011)

Agriculture, Tourism and Service Sector

Employees - Teresa Hards
Employers - Linda Turta

Construction Sector

Employees - Garry Kot (Commission Board Chair), Gregory Gaudet, vacant

Employers - Doug Christie (Commission Board Vice-Chair), Monte Allan and Brent Waldo

Production and Maintenance Sector

Employees - Clarence George
Employers - Jim Deck

Motive Repair Sector

Employees - Tim Earing
Employers - Bryan Leier

First Nations - Vince Morrissette

Persons with Disabilities/ Racialized Canadians/Working Poor

Doug Mitchell

Métis - Brett Vandale

Northern Saskatchewan - Frank Burnouf

Women In Trades - Marral Thomson
SIAST - Brent Waldo

*Ministry of Advanced Education,
Employment and Immigration* -
Dave Boehm

Ministry of Education - vacant



Saskatchewan
Apprenticeship and
Trade Certification
Commission



June 2012

1-877-363-0536
www.saskapprenticeship.ca

COMMISSION BOARD PROFILES




Monte Allan
Construction Sector
Employer Representative

Monte Allan, a farm boy from Tisdale, set his sights on Alberta in 1969. He enrolled in the Civil Engineering Program at SAIT, and also registered as an apprentice Carpenter with Cana Construction in Calgary.

While gaining experience with Cana in both residential and commercial construction, Monte soon found he had managerial ambitions. During his apprenticeship term, he moved from Project Expeditor to Superintendent to General Superintendent for Saskatchewan to Branch Manager of Saskatchewan. In 1973, he obtained his Diploma of Technology in Civil Engineering from SAIT followed by his Red Seal Journeyman Carpenter Certification in 1975.

Two certifications and all of this experience set the groundwork for what was to happen next. In 1992, Monte and his wife, Gail, decided to create Allan Construction when Cana Construction closed its Saskatchewan office. Today, as President of Allan Construction, his company employs over 140 people.

A big proponent of lifelong learning, Monte was excited about becoming the Employer Representative for the Construction Sector in 2009. "I believe education is all about the pay forward from old to young," said Monte. "There is a huge value in always pursuing an education." During his term on the Board, he would like to see industry focus on construction heavy equipment operators to become a designated trade.

Monte and Gail have three daughters and 10 grandchildren. He loves spending time with them at their cabin at Fishing Lake. 



Frank Burnouf
Northern Saskatchewan


Frunk Burnouf recalls getting into the skilled trades at an early age. His father was a Journeyman Carpenter, so Frank would often help him after school and on weekends. In fact, he used his carpentry skills to help pay for his 1980 diploma as a Building Construction

Engineering Technologist. After years of working in carpentry as a side occupation, he decided it was time to challenge the journeyman examination. He achieved his Journeyman Carpenter Certification in 1990.

Putting his knowledge to work, Frank spent nearly seven years as an Inspector of Quality Control at Key Lake Mine. In 1988, he accepted a position as the Maintenance Supervisor of Facilities for the Northern Lights School Division in La Ronge where he continues to work today as Superintendent

of Facilities. His role includes operations and maintenance of 23 schools and 200 teacher homes. Frank's work can take him all around the north. He said this school division makes up 45% of the province!

Appointed in 2009 as Commission Board Member to Represent Northern Saskatchewan, Frank said, "When I became a Board Member, I was immediately impressed with the passion and commitment of Board members." When asked what goals he'd like to participate in as a Board member, he said, "I'd like to increase awareness of the skilled trades to northern residents through such programs as the Saskatchewan Youth Apprenticeship (SYA) Program."

Frank and his wife, Doris, live in La Ronge, have been married for 33 years and have two grown children. His son is a Mechanical Engineering Technologist at a northern mine and his daughter is a Registered Dietician in La Ronge. As he plans for his retirement, Frank said, "I intend to continue consulting as a Building Inspector, as well as finding more time to do what I enjoy most - photography, fishing and golfing." 

COMMISSION BOARD PROFILES



Jim Deck, Production and Maintenance Sector Employer Representative


Jim Deck's interest in the skilled trades began in the early 1960's when he helped his father with electrical work on houses and commercial buildings. Since then, he has worked at Agrium Potash for 36 years starting as an operator and moving to an Electrician apprentice until he achieved his Electrician

Journeyman Certification in 1980. Jim was Agrium's Electrical Foreman for eight years, and a Contractor Coordinator for the last four years. He is presently working as a Consultant at Agrium for their Engineering Department on major projects.

Jim was appointed to the SATCC Board in 2007 and has been instrumental in the significant changes needed for the apprenticeship system to keep pace with a blossomed economy and its draw on apprentices, including women and Aboriginal people.

What is his vision for training? "Year round training, including summer months, and diversification to meet supply and demand. For example, maybe electrical training can be set up in Swift Current to cover the demand if need be. We need to always think outside the box."

According to Jim, his philosophy is to leave the world a better place than when he arrived. "I worked with my community association, was an Occupational Health and Safety Committee Board member, Saskatchewan Ringette Board Member, a Saskatoon Raider Ball Zone Board member, and coached teams at Western Canadians and Canadian Championships. My work is all about giving back to the people and organizations that made me a better person."

Jim has been married to Darlene for 28 years, has three children and four grandchildren. They like to golf and travel, and are planning a trip to Savannah, Georgia. 



Gregory Gaudet Construction Sector Employee Representative

Gregory Gaudet began his trade journey at a mine in northern Saskatchewan. Nearly 32 years later, he now represents Construction Sector Employees on the SATCC Board of Directors, and is Business Manager/ Financial Secretary with the International Brotherhood of Electrical Workers Local


Union Charter #529.

"I am a Journeyman Electrician, apprenticed wholly in Saskatchewan with a wide variety of experience," said Greg, who attained his Red Seal status in 1995.

Greg joined the SATCC Board almost four years ago and has a vision of Saskatchewan re-taking the lead

in apprenticeship training through additional funding and augmented technical training. While he finds most actions of the Board result in subtle changes, he enjoys how all Board members leave their politics at the door and focus on what is best for apprentices.

"The Board is very much front and centre in its leading role of defining what apprenticeship means in being part of an evolving education system," said Greg.

Greg has been married to his high school sweetheart, Linda, for 34 years. Their children have followed in Greg's footsteps. Chad, an Architectural Technologist, is a fellow Palliser alumnus, and Shelby is part of the Red Seal alumni as she is a Journeyman Hairstylist. Greg is looking forward to semi-retirement, when he'll move across the country and home to Prince Edward Island. 

COMMISSION BOARD PROFILES



Doug Mitchell
Persons with Disabilities/
Racialized Canadians/
Working Poor

Doug Mitchell's background in the skilled trades and an active interest in volunteerism led to his role on the SATCC Board of Directors.

Doug became a Journeyman Bricklayer over 30 years ago, and was soon grandfathered into the Carpenter trade. His involvement in the skilled

trades began when he was 20 years old, helping build the penitentiary in Saskatoon and the University Hospital addition. He was hired as a Technical Officer with Energy Mines and Resources, and became a certified Property Manager for Public Works Canada. A spinal cord injury outside of work led Doug to an early retirement 15 years ago, but he has been active on many volunteer boards since then.

"This organization is unique," said Doug of the SATCC. "I've been involved in many aspects of the

trades – from roofing to flooring to foundations." Doug represents the working poor, persons with disabilities, and racialized Canadians. He has seen many changes in apprenticeship that have positively affected all three groups. "The most significant thing is bringing the trades back to schools," said Doug. "And apprentices now learn more on the job than they used to."

Doug's vision for the future of apprenticeship training involves more formal mentoring for on-the-job training programs. He feels with the current Board structure, Saskatchewan has a bright future in apprenticeship.

Doug has four sons, one who is a Journeyman Carpenter. He has four grandchildren, and now six generations of hockey players in Saskatchewan in his family. He looks forward to continuing to add to the value of the province. "The Commission is looking good in the fabric of the organized part of the province," he said. "We're doing well." 



Linda Turta, Agriculture,
Tourism and Service Sector
Employer Representative

Linda Turta became interested in the skilled trades through her business career and involvement in economic development. This increased her awareness of the important role of advanced education in businesses' and communities' ability to diversify and grow in increasingly competitive markets.


Linda grew up in Yorkton, and after pursuing Bachelor of Commerce and MBA degrees from the University of Saskatchewan, she worked for the Cadillac Fairview Corporation managing commercial buildings in B.C. and Saskatchewan for 10 years. In 2000, she returned to Yorkton to join her family's manufacturing business as Executive Vice-President of Leon's Mfg. Company Inc. and President of Ram Industries Inc.

Linda is now in her second year on the Commission Board as a representative of industry employers in the agriculture, tourism and service sector. "I have

appreciated being exposed to the diversity of skilled trades in our province, and the feedback from Trade Boards and the management team on challenges and opportunities within each sector," she said.

Linda enjoys the relationships the Commission maintains with apprentices, businesses, industry associations, educational institutions and government, and how common apprenticeship goals are identified and pursued through strategic and business planning balanced with fiscal accountability and monitored quantifiable results.

"My vision for apprenticeship includes equal opportunities for any resident interested in pursuing their passion and improving their economic well-being through apprenticeship, regardless of their origin, age, gender, or physical location in the province."

Linda's husband, Dwight, is a Red Seal Journeyman Heavy Duty Mechanic and Technical Services Manager at Leon's Mfg. Their 15-year-old daughter, Martina, attends Sacred Heart High School in Yorkton. 

COMMISSION BOARD HIGHLIGHTS

A LOOK BACK AND AHEAD

The SATCC, governed by an industry-led Commission Board (CB), is responsible to develop and execute a relevant, accessible and responsive apprenticeship training and certification system to meet the needs of employers, apprentices, journeypersons and tradespersons. Key Board activities achieved over the last six months include:

- reviewing and approving the 2010-11 Audited Financial Statements and the SATCC Annual Report tabled in the Saskatchewan Legislature on October 28, 2011. See www.saskapprenticeship.ca under Publications for a copy.
- adopting the 2011-12 Business Plan;
- establishing a search committee for the next CEO;
- reviewing and renewing all CB policies;
- sponsoring a Bridge the Gap with Women in Skilled Trades &



- Technologies: Saskatchewan's Summit in May 2011;
- participating in the Outstanding New Journeyperson Awards celebration on September 30, 2011;
- hiring a firm to lead the strategic planning process for 2012-15;
- approving a new apprenticeship fee structure;
- developing an electronic Board Orientation presentation; and
- supporting the LEAN Initiative Process Mapping.

Over the next six months, the Board has identified the following priorities:

- supporting the Canadian Apprenticeship Forum (CAF) conference in June 2012 and sending 14 representatives to represent the SATCC;
- hiring a new CEO; and,
- developing the 2012-15 SATCC Strategic Plan and Business Plan. [A](#)

KEY SATCC STATISTICS

The following statistics are based on the SATCC July 1-June 30 Annual Reports.

	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
Registered Apprentices	5,436	5,915	6,779	8,130	8,924	9,136	9,442
Apprentices in Technical Training	2,911	3,037	3,296	3,797	5,011	5,374	5,531
Journeyperson Certificates	1,096	1,164	1,151	1,150	1,235	1,258	1,576
SYA participants*	n/a	n/a	2,045	3,022	4,027	4,464	3,858
Women in Non-traditional Trades	343	299	202	278	285	228	332
People of Aboriginal Ancestry	989	1,108	1,028	1,243	1,174	1,216	1,272

* The Saskatchewan Youth Apprenticeship (SYA) Program was introduced in high schools during the 2006-07 school year. [A](#)

COMMISSION HIGHLIGHTS

LEAN INITIATIVE - PROCESS MAPPING

The Saskatchewan Apprenticeship and Trade Certification Commission (SATCC) is a non-departmental government agency primarily responsible for the funding and scheduling of apprenticeship training, and the certification of apprentices and tradespersons in Saskatchewan. Apprentices are skilled individuals who work in 47 designated trades dispersed throughout the province. With Saskatchewan's economic growth, apprentice numbers continue to increase at a rapid pace to meet industry's demand. Almost 9,500 apprentices were registered at June 30, 2011, as compared to 6,779 registered in 2007 (an increase of 39%). Given these growing numbers, the SATCC began examining ways to address workloads and find efficiencies to better meet clients' current and future needs.

The approach to LEAN initiatives at the SATCC actually began in 2008 with the re-design and re-development of office space at 2140 Hamilton Street in Regina. There were many reasons to refresh the office space that have been well-articulated in the past. In essence, that work was undertaken so that staff performing similar functions could be co-located, that better use could be made of the existing space and those efficiencies could be created in SATCC operations. The re-development increased efficiency by coordinating similar positions to work in like areas, creating further opportunities for team environments.



Approximately one and a half years ago, the Quality Improvement Initiatives spread to process mapping, examination of roles in relation to respective processes and a re-allocation of staff to best meet client needs in the most expedient manner.

In January 2011, the SATCC developed and implemented a strategy to improve services for clients and processes for staff. The main elements of the strategy included a system-wide review and documentation of current practices through the development of process maps¹ and guidelines², and the compilation of staff recommendations for process improvement. It was felt that the exercise of process mapping as a quality improvement strategy would provide the following benefits:

- Create a system-wide framework for business continuity and for business improvement.
- Illustrate an entire business

process, used to understand the current-state and to design the future-state process.

- Facilitate orientation and training of employees.
- Team Building.
- Engage employees and generate solutions from within the organization.
- Assist in solving problems and making decisions.
- Help identify best practices.

As of April 30, 2012, the deliverables listed below have been achieved:

- Established standardized framework and documents for process maps and guidelines.
- Developed 80 process maps and guidelines (70% of the work units completed).
- Implemented 29/71 staff recommendations (42%).
- Strategic staff recommendations are included in the SATCC strategic planning process.

Staff engagement is instrumental in the development of process

maps and guidelines because these are the people who perform the work. Through staff recommendations, valuable input and key insight was gathered for process and system improvements. The implementation of recommendations is now moving the SATCC to a more effective and efficient future state of operations. This approach aligns with the Provincial Government's direction of implementing Lean in the public service³ and further supports SATCC's strategic goal of improving service delivery for clients and industry.

A sampling of business improvement ideas generated from staff include:

- Transition to a paperless environment through innovation, for client communications. Examples:
 - Apprentice notice to attend technical training
 - Electronic transcript registry and exam results
 - Trade time submissions (work experience)
 - On-line registrations
 - On-line completion and submission of forms
- Document scanning integration with OCSM (Database System).
- Apprentice web accounts.
- Examine various roles with a view to provide more options and improved services to clients.
- Standardize forms and documents.
- Review and redesign trade time and examination processing.
- Standardize staff orientation and training packages.

- Cross train employees.
- Provide additional professional development opportunities.


The following example illustrates the success of the process mapping initiative:

Transitioning to a paperless work environment

The recent redesign of the trade time process has reduced the necessity to access the client's paper file. Trade time assessment previously involved several steps that were very time consuming. Melody Burzinski from the Assessment section indicates that, "This redesign has had a huge impact for staff. In the old system, the paper file was retrieved and filed three times during the process. We assess approximately 20,000 trade time forms (Form 6A) a year. With this process improvement alone, we will eliminate the need to physically retrieve 60,000 paper files a year."

Another benefit is the time saved from eliminating duplicate trade time information recordkeeping (now kept electronically only and no longer manually recorded). Melody further states, "We will save a significant amount of time and effort using this new process. We recently assessed and granted trade time from 550 Form 6A's within a 22-day timeframe for four trades (520% increase in productivity). Using the old process and the same parameters in the past we assessed and granted 106 Form 6A's." Given the success experienced with this process change, this best practice will be expanded to the other 43 trades.

This redesign has led to process improvement in other work units. Janise Lussier from Examination indicates that, "When exams are now processed there is no paperwork required to be placed in files and information is recorded directly on OCSM; in so doing eliminating the time required to retrieve and update the paper file." This practice will save exam clerks approximately five days of work per month. In short, moving to a paperless work environment has already achieved major efficiencies and workload reductions.

Process mapping has been adopted as a best practice as a result of the positive staff experience and the realization of process improvement. Joe Black, SATCC CEO, is extremely pleased with the results. He emphasizes that, "SATCC must continue to actively engage staff in process improvements and find ways to seek efficiencies. This engagement and practice will be key in building a strong and sustainable organization well into the future and continue to improve services for our clients and to support our staff." 

¹A process map is a visual depiction of workflow and the process map delineates the steps within the workflow.

²A guideline provides an outline of the key steps required to perform the process.

³<http://www.gov.sk.ca/news?newsId=692212b2-d7eb-47dd-a754-70bedc60f899>


ANNOUNCEMENTS

BOARD OF DIRECTORS STRATEGIC PLANNING

The SATCC Board of Directors provides strategic leadership for the Commission through the development and approval of a strategic plan. The strategic plan is a roadmap for success, providing direction and focus for the Commission to ensure it continues to meet the needs of the industry it serves.

Since the development of the current strategic plan in 2009, the SATCC has continued to experience growth in apprenticeship registrations and demand for services. The operational context in which the Commission operates continues to change and evolve.

The process to review and renew the Commission's strategic plan will include consultations with apprenticeship stakeholders, an environmental scan, discussions and workshops to identify the strategic goals and directions necessary to guide the SATCC in the next few years.

H.J. Linnen and Associates has been engaged to support the Board's work in this process. The Commission's new strategic plan will be rolled out later in 2012. 

Saskatchewan Apprenticeship and Trade Certification Commission

2140 Hamilton Street
REGINA SK S4P 2E3

Phone: 306-787-2444

Fax: 306-787-5105

Toll Free: 1-877-363-0536

www.saskapprenticeship.ca

CEO ANNOUNCES RETIREMENT

The SATCC has begun the process of conducting a search for its next Chief Executive Officer (CEO). In the fall of 2011, Joe Black, SATCC's current CEO, informed the Commission Board of Directors of his intention to retire in March 2013.

The search for a new CEO is being led by the CEO Search Committee of the SATCC Board of Directors with assistance from the consulting firm of Waterhouse Executive Search Partners of Saskatoon. Updates to the search process will be provided at regular intervals. 

FEDERAL APPRENTICE GRANTS


Saskatchewan apprentices were issued 2,755 Apprenticeship Incentive Grants (AIG) and 1,145 Apprenticeship Completion Grants (ACG) in the 2011-2012 year.


The AIG is a taxable cash grant of up to \$1,000 per year, to a maximum of \$2,000 per person, available to registered apprentices once they have successfully finished their first or second year/level (or equivalent) of an apprenticeship program in one of the Red Seal trades. There were 49,477 grants issued across Canada. Saskatchewan's approval rating of 80.3% is higher than the national average of 70.4%.

The ACG is a taxable cash grant to a maximum of \$2,000 available to registered apprentices who have successfully completed

DIRECTOR OF CORPORATE SERVICES ANNOUNCES RETIREMENT TOO!!

Lillie Wong has also announced her retirement effective July 31, 2012. Lillie has ably served the SATCC since 2002. She has established many of the human resource and fiscal policies that make the SATCC successful. The SATCC, and all its industry and training partners, wish Lillie happiness and fulfillment as she begins a new journey.

Angela Murray has accepted the Director of Corporate Services position and will begin June 1, 2012. 

their apprenticeship training and obtained their journey person certification in a designated Red Seal trade. There were 25,469 grants issued nation-wide. Saskatchewan has a higher-than-average approval rating of 83.9%, over Canada's average of 81.8%. 

CONSTRUCTION LOOKING FORWARD 2012-20 HIGHLIGHTS

- Saskatchewan's industry employment has expanded by 70% since 2001.
- All sectors have been affected - residential, non-residential, commercial, and institutional construction, as well as mining, utilities and other industrial projects.
- Growth has placed a heavy burden on labour markets and recruitment that will persist for the next few years. 