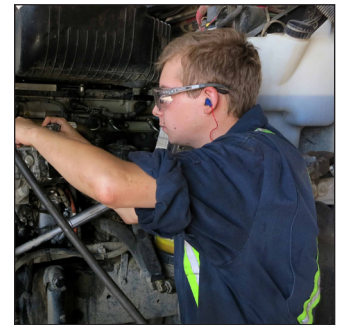


Saskatchewan Apprenticeship and Trade Certification Commission



Annual Report for 2017-18

Table of Contents

Letters of Transmittal	2
A Message from the Commission Board Chairperson	3
A Message from the CEO	4
Governance	5
Alignment with Government's Direction	6
SATCC Overview	6
Operational Activities	7
Board of Directors	7
Management Discussion and Analysis	10
2017-18 Year in Review	10
2017-18 Performance Results	15
2017-18 Financial Highlights	21
Financial Results	24
Appendix A: Organization Chart - June 30, 2018	37
Appendix B: Key Operational Factors	38
Appendix C: Registrations, Completions and Cancellations by Designated Trade 2017-18	40
Appendix D: Attendance in Apprenticeship Technical Training Courses by Trade and Stage of Training 2017-18	42
Appendix E: Journeyperson Examinations 2017-18	44
Appendix F: Saskatchewan's Designated Trades and Industry Sectors	46
Appendix G: Balanced Scorecard Reference Table	47
Appendix H: Definition of Terms Used in This Report	60
Appendix I: Saskatchewan Apprenticeship and Trade Certification Commission Offices	61

Letters of Transmittal

October 2018

The Honourable W. Thomas Molloy
Lieutenant Governor of Saskatchewan
4607 Dewdney Avenue
REGINA SK S4T 1B7

Your Honour:

I have the privilege to present the Saskatchewan Apprenticeship and Trade Certification Commission Annual Report for the year ending June 30, 2018. The financial statements included in the report were prepared in accordance with *The Apprenticeship and Trade Certification Act, 1999*.

Respectfully submitted,



Jeremy Harrison
Minister of Immigration and Career Training

October 2018

Honourable Jeremy Harrison
Minister of Immigration and Career Training
Room 346, Legislative Building
REGINA SK S4S 0B3

Dear Minister Harrison:

We have the honour to present the Annual Report of the Saskatchewan Apprenticeship and Trade Certification Commission for the period July 1, 2017 to June 30, 2018.

Respectfully submitted,



Drew Tiefenbach
Commission Board Chairperson



Jeff Ritter
Chief Executive Officer

A Message from the Commission Board Chairperson



I'm proud to present, on behalf of the Board of Directors, the Saskatchewan Apprenticeship and Trade Certification Commission's (SATCC) 2017-18 Annual Report.

The staff at the SATCC is always busy, but there are a couple of major, new initiatives the SATCC

undertook in 2017-18 I'd like to acknowledge.

The first initiative is the amendments to *The Apprenticeship and Trade Certification Act, 1999* (The Act). Jeff Ritter, SATCC CEO, and Loreena Spilsted, SATCC COO, travelled extensively last fall to meet with external stakeholders, including industry associations, training providers and Trade Boards, to gather feedback on the SATCC's proposed amendments to The Act. They delivered a comprehensive consultation report to the Commission Board in November, which showed significant industry support, and in the spring of 2018, the Ministry of Immigration and Career Training began moving forward with the proposed amendments.

The other major initiative that developed over the past year is a modernization to the way we interface with our clients. The SATCC joined a project that will see the organization launch a new, client-facing IT system in late fall 2019, the Apprenticeship Management System (AMS). This is a multi-province project, involving, in addition to Saskatchewan, the four Atlantic provinces and Manitoba. AMS will allow SATCC clients to perform a variety of tasks online. They'll be able to register apprenticeship contracts; register for training; pay fees and tuition for technical training; submit trade time hours; and update their personal or business information. For many years, the SATCC has been hearing from employers and apprentices, through their biennial satisfaction surveys, that they'd like to complete services with the SATCC online. AMS will meet that demand. It will transform the way SATCC does business.

As this is a significant project, it has been resourced accordingly. A dedicated team is working on AMS at the SATCC. With that, I have to thank the Government of Saskatchewan for investing in AMS.

I also want to thank my fellow Board members for their dedication over the past year. The Commission Board is large and diverse, reflecting a wide array of perspectives. This wealth of knowledge and experience strengthens our decision-making processes, and in turn, the apprenticeship system in Saskatchewan.

We said good-bye to several Board members: Roxanne Ecker, Alastair MacFadden, Doug Mitchell and Blaine Braun. I appreciate their service and contributions to the Commission Board and their commitment to apprenticeship in our province.

We also welcomed new Board members who have already provided useful guidance from their respective industry sectors: Dion Malakoff, Wayne Stadnyk, Jessica Baldwin and Darcy Smycniuk.

In addition to the Board members, I have to thank Jeff Ritter, the entire Senior Management team and all of the staff members at the SATCC. This organization's staff members are passionate about apprenticeship; they're passionate about innovation; and passionate about providing their customers with excellent service. The apprenticeship and certification system excels because of their hard work.

I also want to thank the Trade Boards for their commitment to serving apprentices and employers across Saskatchewan. Their work helps guarantee apprentices receive quality training that will allow them to succeed throughout their apprenticeships and beyond.

Together, we are building one of the best apprenticeship systems in Canada.

I look forward to working with the SATCC and all of its stakeholders again in the coming year.

A Message from the CEO



On behalf of the Saskatchewan Apprenticeship and Trade Certification Commission (SATCC), I am pleased to present the 2017-18 annual report, which highlights our performance for the fiscal year, July 1, 2017 until June 30, 2018.

The SATCC is industry-led, which means our Board, representing sectors across Saskatchewan, helps set the direction and we, as staff members, carry out the operational work and report on the results.

Through strong partnerships with industry stakeholders, we're able to provide exceptional service to the citizens of Saskatchewan, service that enhances quality of life.

The SATCC administers the apprenticeship system in Saskatchewan. Our vision is a skilled and representative trades workforce, industry trained and certified; and our mandate is to develop and execute a relevant, accessible and responsive apprenticeship training and certification system to meet the needs of employers, apprentices, journeypersons and tradespersons.

In this annual report, you'll discover that we met and exceeded a number of important targets, which we developed as part of our 2017-22 Strategic Plan and included in our 2017-18 Business Plan. These results are recorded in our Balanced Scorecard – a tool we're proud of for its openness and transparency in measuring organizational performance.

Some of the targets we exceeded include: the number of Indigenous, and visible minority apprentices registered in the system; employee engagement; and employer satisfaction with training.

I'm exceptionally proud that we exceeded our employee engagement target. In our annual employee engagement survey, we asked staff members to rate their level of agreement with the statement: "I find my work fulfilling and I look forward to coming to work each day." This year, 85 per cent of employees surveyed agreed or strongly agreed, which speaks volumes about the kind of corporate culture we enjoy at the SATCC.

With that, I have to thank the people whose work helps move the apprenticeship system in Saskatchewan forward.

The Commission Board establishes the direction of the SATCC – thank you for everything you do. Your feedback and insight is so valuable. All of you are at the table ensuring we make the best decisions for our province's employers and apprentices.

Thank you to all of the Trade Board members who provide feedback on training and examination requirements for your respective trades; to our technical training providers who deliver quality training to all of our apprentices; and the educational professionals – administrators, teachers and guidance counsellors – who support and deliver the Saskatchewan Youth Apprenticeship Program in your schools.

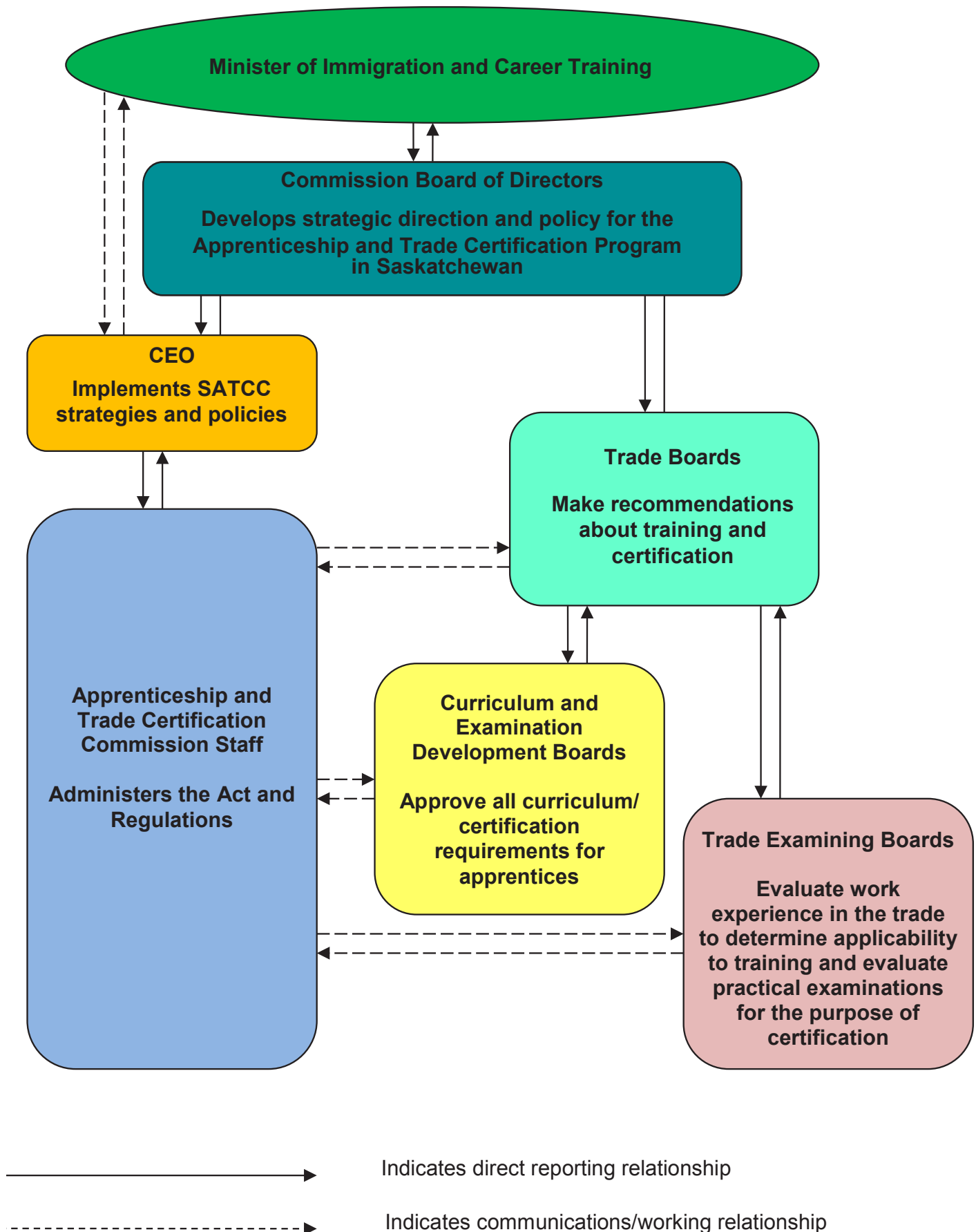
Thank you, also, to the Government of Saskatchewan for investing in our province's apprenticeship and certification system.

Of course, I have to thank Saskatchewan employers who work hard to train apprentices – you are teaching the next generation of journeypersons. We know you provide the bulk of the education to Saskatchewan apprentices. After all, 85 per cent of apprenticeship training happens on the job.

And finally, the staff members of our organization are exceptional people to work with. You love your jobs and it shows in our Apprentice and Employer Satisfaction Survey results. Apprentices and employers overwhelmingly agree that our staff members are friendly, courteous and knowledgeable. You provide our customers with terrific service. Thank you for all the good work that you do.

A handwritten signature in dark ink, appearing to be 'John P. ...', written over a horizontal line.

Governance



Alignment with Government's Direction

Our Government'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."

Government Goals

- Sustaining growth and opportunities for Saskatchewan people
- Meeting the challenges of growth
- Securing a better quality of life for Saskatchewan people
- Delivering responsive and responsible government

Together, ministries and agencies work to achieve the Government of Saskatchewan's four goals in order to fulfill Government's vision, and build the best province possible for Saskatchewan people.

The SATCC's activities in 2017-18 aligned with Government's vision and four goals. First, the SATCC helps to sustain growth and opportunities for Saskatchewan people by ensuring industry demand for a skilled and certified workforce in Saskatchewan is met. The SATCC achieves this by providing technical training and services where apprentices live and work. Organizational performance is measured through new apprentice registrations, total number of apprentices in the system, the total number of technical training seats purchased and alternative training options offered to apprentices.

Continually, the SATCC works to secure a better quality of life for its clients: apprentices, employers, training providers, and those they serve. The SATCC strives to build a diversified workplace through programs like the Saskatchewan Youth Apprenticeship Program, which promotes the skilled trades to young people; and Aboriginal Apprenticeship Initiatives, which aim to make training more accessible to Indigenous people by delivering training in or near First Nations communities.

The SATCC supports apprentices with disabilities by offering assessments for apprentices with potential learning disabilities and by providing the necessary accommodations to ensure apprentices' future success. In 2018-19, the SATCC will hire its own Educational Psychologist to conduct psychoeducational assessments.

In 2017-18, the SATCC moved forward on joining a new, client-facing IT system that will allow apprentices and employers to complete tasks entirely online: they will be able to register apprenticeship contracts, pay tuition fees, register for technical training and submit trade time hours. This faster, on-demand service means clients will spend

less time filling out and submitting paper forms, and less time in SATCC offices. They'll have more time to focus on tasks that really matter to them – rather than administrative paperwork – which allows the SATCC to meet the future challenges of growth. This new system also aligns with the goal: delivering responsive and responsible government. It will meet demand for online services. Through survey data, the SATCC knows employers and apprentices want to complete more services online and through their cell phones.

The SATCC also regulates the apprenticeship system of training to ensure apprentices receive quality training, which demonstrates the SATCC's commitment to delivering responsible government services. The SATCC creates the standards for on-the-job training and then follows up by inspecting workplaces to ensure those standards – such as journey person to apprentice training ratios – are being met.

The SATCC is a leader among Canadian jurisdictions in apprenticeship and trade certification, and will continue to seek out ways to better serve its clients and the people of Saskatchewan.

SATCC Overview

VISION

"A skilled and representative trades workforce, industry trained and certified."

MANDATE

"To develop and execute a relevant, accessible and responsive apprenticeship training and certification system to meet the needs of employers, apprentices, journeypersons and tradespersons."

VALUES

Industry-focus, Collaboration, Responsiveness, Equity, Diversity, Transparency, Accountability, Innovation, Excellence

Authority

The Apprenticeship and Trade Certification Act, 1999 establishes the SATCC as a corporation and agent of the Crown, and authorizes it to manage the apprenticeship and trade certification system in Saskatchewan.

The SATCC is given the authority to make regulations to ensure the efficient and effective operation of the apprenticeship system and to meet the needs of industry in a timely manner. Through the industry board structure and the *Act*, the SATCC is accountable to the industry it serves and the Government of Saskatchewan.

The SATCC and its Board of Directors report to the Minister of Immigration and Career Training, who is responsible for the administration of *The Apprenticeship and Trade Certification Act, 1999*. The SATCC has 72.4 full time equivalent (FTE) positions and operates nine offices across Saskatchewan.

Operational Activities

The following responsibilities and activities are key to the SATCC fulfilling its mandated and legislated responsibilities.

- Administrative support for apprenticeship registration and record keeping for all Saskatchewan apprentices and journeypersons.
- Assess apprentice work experience and prior learning.
- Administrative support and facilitation of Commission Board and Trade Board activities.
- Develop and implement an annual technical training plan for registered apprentices.
- Develop and administer examinations.
- Administer journeyperson certificates.
- Monitor on-the-job apprenticeship programs and regulate through employer visits.
- Administer apprentice allowances for technical training.
- Initiate and maintain partnerships with industry, government, other jurisdictions and various stakeholders.
- Lead and participate in interprovincial apprenticeship and trade certification and related activities.
- Develop and implement program promotion and awareness materials and campaigns.
- Prudent management of financial and human resources.

Board of Directors

A Board of Directors of up to 20 members is appointed by the provincial government to govern the SATCC. Twelve members are nominated by industry, based on sectors and equally representing employers and employees. Other Commission Board members are nominated by the Minister Responsible for the Commission to represent other stakeholders in the apprenticeship and trade certification system, including government, training providers and equity groups.

A matrix of skills and representation helps ensure the Commission Board collectively will have the necessary personal attributes, skills and competencies required to:

- add value and provide support for the CEO in establishing strategy and reviewing risks and opportunities;
- effectively monitor the performance of the CEO and the SATCC; and
- publicly account for the performance of the organization.

Commission Board Membership – as of June 30, 2018

For individual Board member biographies, please visit the SATCC website at:

<http://www.saskapprenticeship.ca/about-us/commission-board/>

Commission Board Chairperson

- Drew Tiefenbach – Construction Sector Employer Representative

Commission Board Vice-Chairperson

- Bryan Leier – Motive Repair Sector Employer Representative (July 1, 2017 to September 20, 2017)
- Jeff Sweet – Construction Sector Employee Representative (September 20, 2017 to June 30, 2018)

Commission Board Members

Agriculture, Tourism and Service Sector

- Jesse Tiefenbach – Employer Representative
- Karen Zunti – Employee Representative

Construction Sector

- Blaine Braun – Employer Representative (July 1, 2017 to May 1, 2018)
- Mike Berkes – Employer Representative
- Dion Malakoff – Employee Representative (initial appointment April 12, 2018)
- Jeff Sweet – Employee Representative
- Drew Tiefenbach – Employer Representative
- Wayne Worrall – Employee Representative

Motive Repair Sector

- Ryan Cunningham – Employee Representative
- Bryan Leier – Employer Representative

Production and Maintenance Sector

- Aaron Laughlin – Employee Representative
- Brian Marshall – Employer Representative

Other Stakeholder Groups

- Maria Chow – Ministry of Education
- Roxanne Ecker – Women in Trades – (July 1, 2017 to December 11, 2017)
- Jessica Baldwin – Women in Trades – (initial appointment April 12, 2018)
- Albert Loke – Northern Saskatchewan
- Alastair MacFadden – Ministry of Immigration and Career Training – (July 1, 2017 to April 12, 2018)
- Darcy Smycniuk – Ministry of Immigration and Career Training – (initial appointment April 12, 2018)
- Leonard Manitoken – First Nations
- Doug Mitchell – Persons with Disabilities – (July 1, 2017 to April 12, 2018)



- Wayne Stadnyk – Persons with Disabilities – (initial appointment April 12, 2018)
- Drew Tiefenbach – Saskatchewan Polytechnic – (initial appointment April 12, 2018)
- Brett Vandale – Métis

The Commission Board has adopted the following standing and ad hoc committee structure to facilitate the work of the Board in developing recommendations for the Board's consideration. The Board Chair and Vice-Chair are ex-officio members to all Board Committees, except the Human Resources Committee of which they are members.

For more information about each of the Committee and the Terms of Reference, please visit the SATCC website at <http://saskapprenticeship.ca/about-us/commission-board/committees/>

Board Standing Committees (as of June 30, 2018)

Audit and Finance Committee assists the Board by ensuring the adequacy and effectiveness of the financial reporting, internal controls and management information systems.

Membership

- Brett Vandale, Chair
- Mike Berkes
- Leonard Manitoken
- Bryan Leier
- Jesse Tiefenbach
- Wayne Worrall

Governance Committee assists the Board by providing guidance and advice in relation to board governance, processes, policies and principles.

Membership

- Brian Marshall, Chair
- Jeff Sweet
- Jesse Tiefenbach
- Brett Vandale
- Karen Zunti

Human Resources Committee assists the Board by providing guidance and advice in relation to CEO Human Resource matters delegated to it by the Board of Directors.

Membership

- Drew Tiefenbach, Chair
- Brian Marshall
- Jeff Sweet
- Brett Vandale

Trade Board Appointments Committee assists the Board by reviewing and developing recommendations for the appointment of members to Trade Boards and reviewing all minutes of the Trade Boards.

Membership (as of June 30, 2018)

- Ryan Cunningham
- Brian Marshall
- Wayne Worrall

Current Board Ad Hoc Committees

Standards Committee assists the Board in considering issues related to standards of training, certification, examinations, curriculum and entrance requirements, and to provide guidance to Trade Boards on standards related to those issues.

Membership (as of June 30, 2018)

- Mike Berkes
- Aaron Laughlin
- Albert Loke

Inclusion and Program Innovation Committee assists the Board by providing guidance and advice in relation to inclusionary practices and innovation in apprenticeship programming.

Membership (as of June 30, 2018)

All members of the Board



Left to right: Jessica Baldwin, Jesse Tiefenbach, Leonard Manitoken, Bryan Leier, Brian Marshall, Al Loke, Drew Tiefenbach, Jeff Sweet, Darcy Smycniuk, Karen Zunti, Ryan Cunningham, Aaron Laughlin, and Wayne Stadnyk.

Missing: Mike Berkes, Maria Chow, Dion Malakoff, Brett Vandale, and Wayne Worrall.

Management Discussion and Analysis

2017-18 Year in Review

Apprenticeship and Certification

The Saskatchewan Apprenticeship and Trade Certification Commission (SATCC) oversees and administers the apprenticeship and certification system in Saskatchewan. In this role, the SATCC fulfills four primary functions. The SATCC:

- Trains apprentices;
- Certifies tradespeople and apprentices;
- Regulates the apprenticeship system of training; and
- Promotes apprenticeship as a way for employers to meet their labour market requirements.

Train apprentices

Apprenticeship training is a unique training system that combines on-the-job experiential learning with time spent in a classroom setting. While working under the supervision of a journeyman, apprentices learn what their trade entails and how to perform their job skills. Once they have the required number of trade time hours, apprentices are invited to attend technical training, usually once per year. Technical training, which typically lasts six -10 weeks, teaches apprentices additional skills and why they perform their jobs the way they do. The SATCC does not train apprentices on-site, but contracts training providers to deliver training for the various trades. Eighty-five per cent of apprenticeship training happens on the job, while the remaining 15 per cent takes place in a classroom.

Certify tradespeople and apprentices

While training providers deliver the level exams apprentices take at the end of each level of technical training, the SATCC administers the journeyman certification exams. Most of the exams the SATCC administers are journeyman exams for Red Seal trades, which means the exam is standardized across Canada and the credential is recognized as the standard of excellence for that particular trade across the country. Once apprentices complete all of their required trade time hours and pass the certification exam, they receive their lifelong journeyman certification and, if it is a Red Seal trade – their Red Seal endorsement.

Apprenticeship is not the only pathway to certification, however. Experienced tradespeople in non-compulsory trades can apply to have their trade time assessed to see if

they qualify to challenge the journeyman certification exam for their trade.

There are four compulsory trades in Saskatchewan:

- Construction Electrician;
- Plumber;
- Sheet Metal Worker; and
- Refrigeration and Air Conditioning Mechanic.

There is one regulated trade – Hairstylist – where pre-employment training prior to working in the trade and eventual journeyman certification is required.

All other designated trades are voluntary.

Regulate the apprenticeship system of training

The SATCC regulates apprenticeship in the designated trades to ensure compliance with *The Apprenticeship and Trade Certification Act, 1999*, *The Apprenticeship and Trade Certification Regulations, 2003*, and *The Apprenticeship and Trade Certification Commission Regulations, 2017*.

SATCC staff members visit employer sites to ensure those working in compulsory trades are either apprentices or journeymen, and that apprentices in all trades are being supervised on-site by a journeyman or, in the case of non-compulsory trades, an experienced tradesperson. Each trade also has an apprentice to journeyman ratio employers are expected to comply with.

Promote apprenticeship

The SATCC promotes the apprenticeship system of training through its communications and marketing efforts, including: speeches; presentations; editorials; online, print and TV advertisements; and content posted to the SATCC's website and social media channels. Groups targeted include employers, experienced tradespeople, youth, and people from groups underrepresented in the skilled trades, including women and Indigenous people. Apprenticeship is also promoted to young people through the Saskatchewan Youth Apprenticeship Program.

Key Statistics

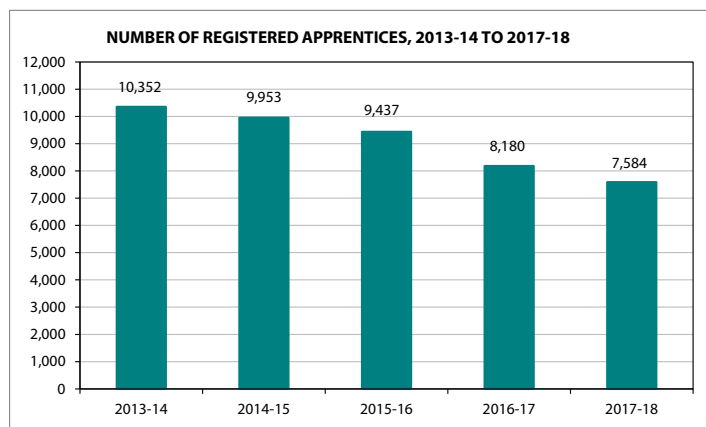
The SATCC continues to meet demand for apprenticeship and technical training.

In 2017-18, the number of apprentices registered in the system declined modestly. The apprenticeship system

follows the economic cycle closely. After a decade of steep, sustained growth, the number of apprentices in the system has softened. The fiscal year ended with 7,584 apprentices registered in the system.

Apprenticeship Statistics – July 1, 2017 to June 30, 2018

Variables	Total
Newly Registered Apprentices	1,742
Completion of Apprenticeship Certificates	1,356
Journeyman Certificates	1,566
Registered Apprentices at June 30, 2018	7,584
Apprentices Services Provided to	11,664
Employers with Registered Apprentices	2,387
Apprentices receiving Technical Training	5,362
Technical Training Fill Rate	96.9%



Partners

The SATCC collaborates with a number of partners who work to enhance and deliver the apprenticeship system of training. Some of those partners include:

- Employers
- Apprentices
- Journeypersons and tradespeople
- Employer associations
- Unions
- Sector Councils
- Trade Boards
- Curriculum Examination Development Boards
- Trade Examining Boards
- Government of Saskatchewan
- Indigenous organizations
- Skills Canada Saskatchewan
- Canadian Apprenticeship Forum
- The Canadian Council of Directors of Apprenticeship (CCDA)
- Regional Colleges
- Gabriel Dumont Institute
- Saskatchewan Indian Institute of Technologies
- Regina Trades and Skills Centre
- Saskatoon Trades and Skills Centre

- Regina and District Industry Education Council
- Saskatoon Industry Education Council

Technical Training Providers

The SATCC works with industry to determine the educational outcomes for apprenticeship training and then contracts training providers to supply the theoretical portion of apprenticeship training, which complements apprentices' on-the-job training.

Technical training providers see full-time apprentices about once per year per level of apprenticeship. The SATCC reviews and approves curriculum supplied by training providers and, as needed, works with providers to revise curriculum to meet industry's changing needs. The SATCC schedules apprentices into technical training and ensures its current providers have the capacity to meet demand.

The SATCC's primary technical training provider is Saskatchewan Polytechnic. The four main campuses are located in Prince Albert, Saskatoon, Moose Jaw and Regina.

Other training providers include:

- Western Trade Training Institute: Training for Mobile Crane and Tower Crane Operator trades
- South East Regional College and Great Plains College: All Rig Technician apprentices take their apprenticeship training at South East Regional College in Estevan or Great Plains College in Warman or Swift Current.
- SaskPower: The SaskPower Training Centre in Weyburn delivers technical training to all of Saskatchewan's Powerline Technician apprentices.
- SED Systems: All Electronics Assembler apprentices are trained at the SED Systems facility at the University of Saskatchewan campus in Saskatoon.
- Saskatchewan Tourism Education Council: Apprenticeship training for the Food and Beverage Person and Guest Services Representative trades is provided at a number of locations across the province.
- Prairie Arctic Trades Training Centre: Provides apprenticeship training for Scaffolder and Roofer apprentices at their Saskatoon and Regina training facilities.
- International Association of Heat & Frost Insulators & Allied Workers, Local 119: Delivers apprenticeship training to Insulator (Heat and Frost) apprentices in Regina.
- Parkland College: Apprenticeship technical training for Industrial Mechanic (Millwright) apprentices can be taken through Parkland College in Esterhazy.

Two other institutions have Joint Training Committee status which allows them to work directly with clients to access apprenticeship training:

- Saskatchewan Indian Institute of Technologies (SIIT)
- Northlands College



Programs

Aboriginal Apprenticeship Initiatives

The SATCC continues to aim to recruit and retain Indigenous people into apprenticeships and the skilled trades. Currently, Indigenous apprentices make up 16.8 per cent of the total apprentice population. This percentage has grown over the last several years.

According to data from the 2016 Census, 16.3 per cent of people in Saskatchewan self-identified as Indigenous – which means the proportion of Indigenous apprentices is actually slightly higher than the proportion of Indigenous people among the general population.

Indigenous Apprentice Statistics – July 1, 2017 to June 30, 2018

Variables	Total
Registered Apprentices of Indigenous Ancestry	1,275
First Nations	830
Métis	445
% Indigenous of all Registered Apprentices	16.8%

The SATCC administers and delivers Aboriginal Apprenticeship Initiatives (AAI), which support Indigenous people interested in the skilled trades by delivering apprenticeship training and pre-employment trades training within or nearby First Nations communities.

In 2017-18, six initiatives were funded. One funded project was a Level One Carpentry course delivered at Keeseekoose First Nation by SIIT from March until May 2018. Eight students enrolled and indentured as apprentices with the SIIT Joint Training Committee, and all eight students successfully completed.

Skills Canada Saskatchewan also received funding to deliver youth engagement programming in First Nations schools across the province. This programming raises awareness of the opportunities in the skilled trades and exposes young people to the skills and knowledge required to succeed.

Aboriginal Apprenticeship Initiative Statistics – July 1, 2017 to June 30, 2018

Variables	Total
Aboriginal Apprenticeship Initiatives (AAI)	6
Total AAI Funding	\$385,438

Saskatchewan Youth Apprenticeship

The SATCC promotes careers in the skilled trades to high school students across Saskatchewan through the Saskatchewan Youth Apprenticeship (SYA) Program.

SYA exposes students to opportunities in the skilled trades by requiring them to complete a series of activities aimed at raising their awareness of the skilled trades – everything from attending a career fair to interviewing a journeyman.

Students who complete all three levels of SYA and register as an apprentice in Saskatchewan within five years of graduation receive significant benefits: their apprenticeship registration fee and Level 1 technical training tuition are waived and they receive 300 trade time hours.

According to the SATCC's 2017 Employer Satisfaction Survey data, virtually all employer respondents – who are also aware that some of their apprentices or journeymen are SYA graduates – feel these employees perform as well or better than other employees: nearly 70 per cent agreed they perform at the same skill level, while more than 30 per cent (three in 10) agreed they perform better.

The Apprentice Satisfaction Survey results show that one in 10 apprentices is an SYA graduate and the majority of SYA graduates are satisfied with the program: more than 90 per cent of apprentice respondents who completed SYA agreed the SYA activities were useful in preparing them to become apprentices and 77 per cent of respondents agreed SYA significantly influenced their choice to become an apprentice.

SYA Statistics – July 1, 2017 to June 30, 2018

Variables	Total
Registered youth apprentices	1,275
Registered SYA high schools	830
\$1,000 scholarships presented to graduating Grade 12 students	100
SYA graduates entering apprenticeship	135
SYA graduates achieving journeyman status	81

Initiatives

Apprenticeship Management System (AMS)

In 2017-18, the SATCC committed to joining a multi-province project that will see apprenticeship authorities across the country launch a new, client-facing IT system called the Apprenticeship Management System (AMS).

The system will provide Saskatchewan apprentices, employers and training providers, with faster, more efficient service. In addition to Saskatchewan, the project involves Manitoba and the four Atlantic provinces.

In surveys conducted by the SATCC, the majority of apprentices and employers indicated they would prefer to access services and information online and / or through mobile devices, which the SATCC's current IT system does not support. Joining the AMS project is a step toward

meeting this demand.

AMS will modernize SATCC's processes, allowing customers to register apprenticeship contracts, register for technical training, pay fees and technical training tuition, update personal or business information, and submit trade time hours online.

In January 2018, the Government of Saskatchewan approved \$1.25 million to implement the system, which is about half the total estimated cost. The SATCC sought federal funding through Employment and Social Development Canada (ESDC) for the other 50 per cent of the costs. Federal funding was not confirmed for the project in 2017-18, but the SATCC will continue to work with ESDC in the pursuit of funding in 2018-19.

A dedicated team at the SATCC was assembled in June 2018 to work on the project until its launch, which is tentatively set for late fall 2019.

Proposed Amendments to *The Apprenticeship and Trade Certification Act, 1999*

In the fall of 2017, the SATCC conducted consultations on proposed amendments to *The Apprenticeship and Trade Certification Act, 1999*.

The SATCC delivered a consultation report to the Commission Board of Directors at the November 2017 Board meeting. The SATCC worked with the Ministry of Immigration and Career Training on a draft bill throughout the spring of 2018.

Harmonization

Saskatchewan continued to make great progress – and continues to lead the way across Canada – when it comes to trades training harmonization.

The goal of harmonization is to substantively align across the country:

- Use of the Red Seal trade name;
- Total number of training hours required in Red Seal trades;
- Total number of training levels required; and
- Training content offered at each level.

Harmonization will:

- Increase apprentice mobility;
- Reduce barriers to certification; and
- Improve the efficiency of the apprenticeship system.

Changes to Level 1 technical training were implemented for the nine trades of Phase Two across the country in the fall of 2017. Eight of those trades are designated in Saskatchewan:

- Agricultural Equipment Technician;
- Automotive Service Technician;

- Construction Electrician;
- Heavy Duty Equipment Technician;
- Industrial Mechanic (Millwright);
- Plumber;
- Steamfitter-Pipefitter; and
- Truck and Transport Mechanic.

Changes were also implemented for Level 2 technical training of the first eight trades of Phase One in the fall of 2017. Seven of these trades are designated in Saskatchewan:

- Carpenter;
- Ironworker (Reinforcing);
- Ironworker (Structural/Ornamental);
- Metal Fabricator (Fitter);
- Mobile Crane Operator;
- Tower Crane Operator; and
- Welder.

Innovation in Training

The SATCC continues to seek out innovative, alternative technical training options for apprentices, in addition to the traditional training offerings. The goal is to offer effective, accessible training for all apprentices. Alternative training options are not meant to replace traditional offerings; rather, they are an additional option for apprentices who desire more flexibility. Alternative training options, including online and hybrid (mix of online and in-class) training, are currently offered for more than 17 designated trades.

The SATCC began offering Roofer technical training in February 2018. In consultation with the Roofer trade board, an alternative training approach was developed that worked well for both Roofer employers and apprentices.

Delivered by Prairie Arctic Trades Training Centre, the Roofer training spans three levels and is designed so apprentices don't have to leave the workplace. Apprentices study and complete assignments at home through distance learning. At work, a journeyperson or mentor signs off on practical competencies and invigilates quizzes. An instructor from Prairie Arctic Trades Training Centre will also schedule a worksite visit once during each level of training to observe the apprentice at work, discuss the apprentice's training with the mentor and address any issues or questions regarding the training.

Women in Trades

Women are an underrepresented group in the skilled trades. Encouraging women to pursue apprenticeships and careers in the skilled trades – particularly in traditionally male trades – remains a priority for the SATCC.

Through its communications and marketing efforts, the SATCC promotes women's involvement in the skilled trades. Women who have achieved journeyperson certification in the skilled trades are featured in online ads and articles,



and their accomplishments are celebrated at the Annual Apprenticeship Awards with the Wendy Davis Memorial Scholarship, an award given to a female who has achieved the highest mark on the journeyperson certification exam in a traditionally male trade. The SATCC also supports third-party events and programming that promote the skilled trades as rewarding careers for women.

Trade Qualifiers

Experienced tradespeople in non-compulsory trades can apply to challenge the journeyperson certification exam as trade qualifiers. Tradespeople who have obtained credentials outside of Canada in trades that are compulsory in Saskatchewan may be eligible to challenge the certification exam upon assessment.

If they qualify and pass the exam, they receive the same journeyperson certificate that apprentices receive when they successfully complete all of their apprenticeship requirements.

The apprenticeship pathway is the more common method for achieving journeyperson certification. However, the SATCC continued to raise awareness of the trade qualifier path in 2017-18 through communications and marketing materials, and by providing more detailed information on challenging the journeyperson certification exam on saskapprenticeship.ca.

Annual Apprenticeship Awards

The Annual Apprenticeship Awards were held October 27, 2017 at the Conexus Arts Centre in Regina. The Awards celebrate the outstanding achievements of apprenticeship stakeholders, including new journeypersons, apprentices, employers and instructors. The SATCC raised \$29,350 through ticket sales and corporate sponsorships from the event. Nearly 400 guests attended.

Some of the awards delivered in 2016-17 include:

Outstanding New Journeyperson Award: Awarded to the journeypersons who received the highest mark on the journeyperson certification exam in each trade in 2016-17.

Bruce Pearce Scholarship: Presented to the journeyperson who achieved the highest mark on the certification exam among all the trades and also completed the Saskatchewan Youth Apprenticeship Program.

SYA Champion Award: Delivered to educational professionals who serve as SYA Champions in their schools and have demonstrated an exceptional commitment to the program and the success of participating students.

Wendy Davis Memorial Scholarship: Presented to the female journeyperson who achieved the highest mark on

the certification exam in a traditionally male trade.

First Nations and Métis Scholarship: Funded by the Commission Board of Directors, this award is presented to a journeyperson of Indigenous ancestry who achieved the highest mark on the certification exam among all the trades.

George Pellerin Memorial Scholarship: Presented to the new journeyperson who achieved the highest mark on the journeyperson certification exam, among all the trades.

Outstanding Instructor Award: Nominated by apprentices and new journeypersons and selected by a committee of industry representatives, this award recognizes an exceptional apprenticeship training instructor.

Outstanding Employer Award: Nominated by apprentices and new journeypersons and selected by a committee of industry representatives, this award recognizes exceptional employers.

Artisan Award: Presented to an individual for outstanding lifelong contributions to apprenticeship and the skilled trades in Saskatchewan.

2017-18 Performance Results

Introduction

The SATCC Board of Directors reviewed and revised the 2012-17 Strategic Plan in the fall of 2016 to ensure that strategic priorities identified continue to be relevant to the organization in the current environment. The 2017-22 Strategic Plan forms the basis of the 2017-18 business and operational planning.

The 2017-22 Strategic Plan identifies key strategies, the areas of highest priority and defines the major areas of focus and development the organization will pursue to achieve its Vision and Mandate.

To monitor progress towards achieving the strategies and goals, key operational initiatives, measures and targets are developed by SATCC Management. These are approved by the Board of Directors through the annual business planning process and form the basis for the performance management system. Progress toward attaining measures is reported in the Balanced Scorecard.

The overall progress made towards meeting the measures and targets in the Balanced Scorecard is reported to the SATCC Board of Directors during the year and the year-end results are included as part of the Annual Report.

The 2017-18 Balanced Scorecard reorganized the sections in the previous year's Balanced Scorecard to match the revised strategic goals in the 2017-22 Strategic Plan. Three measures were deleted:

- Harmonization Stakeholder Consultations
- Annual (Deficit)/Surplus
- Unrestricted Surplus

Six new measures were added:

- Trade Qualifiers
- Alternate Technical Training Available
- Blue Seal Certifications
- Trade Levels Harmonized
- Sponsorship Revenue
- Administrative Cost Change



Strategy #1: Satisfy industry demand for a skilled and certified workforce in Saskatchewan

Measures	2016-17 Actual	2017-18 Target	2017-18 Actual	% of 2017-18 Target	2017-18 Result
New Apprentice Registrations	1,988	2,100	1,742	83.0%	Not Met
Total Apprentices	8,180	7,900	7,584	96.0%	Progressed
Trade Qualifiers (New)	N/A	N/A	910	N/A	N/A
Technical Training Seats	6,158	5,900	5,482	92.9%	Progressed
Alternate Technical Training Available (New)	N/A	N/A	10.4%	N/A	N/A
Blue Seal Certifications (New)	N/A	25	39	156.0%	Exceeded
Employer Consultations	5,057	4,200	4,417	105.2%	Exceeded
Trade Board Meetings	136	130	161	123.8%	Exceeded
Journeyman Certificates Issued	1,642	1,725	1,566	90.8%	Progressed
Red Seal Exam Pass Rate	76%	80%	72%	90.0%	Progressed
Real Completion Rate (RCR)	59.6%	60%	64.8%	107.9	Exceeded
Total Employers	2,544	2,400	2,387	99.5%	Progressed
Indigenous Apprentices	1,315	1,200	1,275	106.3%	Exceeded
Female Apprentices	828	750	782	104.3%	Achieved
Female Apprentices in Traditionally Male Trades (TMT)	417	400	383	95.8%	Progressed
Visible Minority Apprentices	306	250	324	129.6%	Exceeded
Apprentices with Disabilities	490	500	486	97.2%	Progressed

N/A - Not Available as these are new targets for the 2017-18 year so don't have previous results and in two cases, did not have targets set.

Exceeded = 105% or greater than target; **Achieved** = 100% to 104% of target; **Progressed** = 90% to 99% of target; **Not Met** = Less than 90% of target.

The measures and targets in this strategy reflect the focus the SATCC brings to supporting this achievement. Six measures were exceeded, one was achieved, seven progressed, one was not met and two new measures did not have targets set for the year.

The SATCC provides services to apprentices, tradespeople and employers to meet industry demand for a skilled and certified workforce. The SATCC registered 1,742 new apprentices between July 2017 and June 2018, 17 per cent below the target of 2,100 new apprentices. The target for this indicator was not met due to a declining demand for apprenticeship, continued from the previous two years. The number of newly registered apprentices is outside the control of the SATCC, due to the demand nature of the apprenticeship system. The continued decline in the number of new registrations has a direct impact on other measures such as the total number of registered apprentices, the number of technical training seats required and the number of journeyman certificates granted.

As of June 30, 2018, the total number of apprentices registered with the SATCC was 7,584. This progressed towards the target of 7,900 and is below the target by four per cent.

In addition to apprentices, the number of trade qualifiers engaged in the certification the system indicates the size of the SATCC client base requiring services in a given year. The total number of trade qualifiers in the certification system is outside the control of the SATCC due to the demand nature of the certification system. It is a key operational indicator and an important variable to be considered in budgetary planning. As this is a new measure, future targets are to be determined from baseline results in 2017-18. The baseline result for this year was 910 trade qualifiers.

In order to successfully move through the system and achieve journeyman certification an apprentice must attend technical training (typically lasts six to 10 weeks per year) and pass the exams on an annual basis, as well as accumulate required on the job training. As stated earlier, the decline in new registrations as well as those exiting the system impacts the number of technical training seats required for apprentices. There were 5,482 technical training seats purchased in 2017-18. This was 7.1 per cent below the budget target of 5,900 seats.

A new measure to track the number of alternative training seats available compared to the total number of technical training seats was added in 2017-18. The SATCC puts resources towards enhancing alternative training options for apprentices and tradespeople and to keep training up to date with new technologies and techniques. The baseline results were 10.4 per cent and next year's target will be set using this baseline.

The Blue Seal is an additional certification that can be earned by journeypersons once they have achieved business and management knowledge. The SATCC supports the program to encourage continued learning for journeypersons to gain business skills and encourage entrepreneurship. The target of 25 was set using an average of the previous three years. The target was exceeded by 156 per cent with 39 Blue Seal certificates awarded in 2017-18.

Employer consultations are the number of visits made to employer work sites by year end to indicate the measure of service standards provided by field consultants to SATCC clients, both employers and apprentices. The target of 4,200 visits was exceeded by 5.2 per cent with the actual visits at 4,417. This result is directly attributable to the importance and focus the SATCC puts on this activity.

During 2017-18 there were 161 meetings held with industry boards (exceeding the target of 130 by 23.8 per cent). This is due to harmonization efforts requiring more meetings to complete curriculum work to align harmonized sequencing for Phase Three trades and update provincial products for the implementation of Phase Two trades.

There were 1,566 journeyperson certificates issued from July 1, 2017 to June 30, 2018. This progressed towards the target of 1,600 certificates at 9.2 per cent below the target. It should be noted that, as the number of newly registered apprentices declines, so too will the number of journeyperson certificates.

Success on the Red Seal exam is the final step in an apprentice achieving journeyperson certification. Seventy-two per cent of Saskatchewan apprentices who wrote the exam passed it in 2017, progressing towards the target of 80 per cent (10 per cent below the target). The SATCC reports the results for the previous calendar year as audited by Statistics Canada.

In 2017-18, the Real Completion Rate (RCR) for all trades was 64.8 per cent. This exceeded the target of 60 per cent by 7.9 per cent. The Real Completion Rate is calculated based on a method that follows individuals through the system and divides the number of apprentices who complete Level One training in a given year by the number of those same apprentices who receive journeyperson certification within two years after the expected end of their program. The completion rate for each compulsory and non-compulsory trade is calculated on an annual basis and then averaged. The target set for each is an average of the previous five years of results.

The number of employers engaged in the apprenticeship system at June 30 was 2,387, below the target of 2,400 employers by half a per cent. The number of employers includes more than a dozen Joint Training Committees (JTCs). Each JTC engages with a number of employers who hire apprentices, so the actual number of employers engaging with apprentices is several hundred (approximately 400 to 600) more than listed in the SATCC database. The SATCC receives updated information on the number of employers with JTCs every three years. Therefore, only the JTCs are included as an employer which results in an underestimated number of employers engaged in the apprenticeship system.

The results for underrepresented groups in the apprenticeship system demonstrate the SATCC's continued support for these groups in becoming apprentices and contributing to the Saskatchewan labour market. There has been a slight decline in the numbers with the softening of demand for apprenticeships, though somewhat less than the entire population.

A total of 1,275 Indigenous apprentices were registered at year-end, exceeding the target of 1,200 by 6.3 per cent. Indigenous apprentices comprised 16.8 per cent of all apprentices. Of this total, 830 were First Nations and 445 were Métis.

There were a total of 782 (4.3 per cent above the target) female registered apprentices at the end of June 2017, achieving the target of 750. Of those 782 apprentices, 383 were registered in traditionally male trades, which is 95.8 per cent of the target or 400. There were 324 visible minority apprentices registered to the end of the year. This exceeded the target of 250 by 29.6 per cent.

There were 486 registered apprentices with disabilities. This is 2.8 per cent lower than the target of 500. The number of apprentices with disabilities includes those apprentices who self-identify as having a physical disability as well as those apprentices who are assessed with a learning disability.

Strategy #2 Deliver high quality services relevant to industry and stakeholders

Measures	2016-17 Actual	2017-18 Target	2017-18 Actual	% of 2017-18 Target	2017-18 Result
Employer Satisfaction with Training+	N/A*	85%	92.0%	108.2%	Exceeded
Apprentice Satisfaction with Training+	N/A*	90%	90.0%	100.0%	Achieved
Trade Levels Harmonized (New)	N/A+	15	15	100.0%	Achieved
Industry Response Time	100%	95%	98.9%	104.1%	Achieved
Ratio Compliance	99%	95%	99.5%	104.7%	Exceeded

N/A* - The Apprentice and Employer surveys are conducted on a two-year cycle, so results are not available for this year.

N/A+ - Not Available as these are new targets for the 2017-18 year so don't have previous results.

Exceeded = 105% or greater than target; **Achieved** = 100% to 104% of target; **Progressed** = 90% to 99% of target; **Not Met** = Less than 90% of target.

Satisfaction with training is measured every two years in the Apprentice and Employer Satisfaction Survey. Employer satisfaction with training reports the percentage of employers who agreed or strongly agreed with the statement, "Overall I am satisfied with the quality of the journey person following completion of apprenticeship." The 85 per cent target was exceeded by 8.2 per cent.

Apprentice satisfaction with training is the percentage of apprentices who agree or strongly agree with the statement, "Overall I am satisfied with the quality of my on the job training." The 90 per cent result achieved the target of 90 per cent.

The number trade levels harmonized is a new measure added to the Balanced Scorecard this year. As part of the national harmonization effort, SATCC staff support the industry boards and collaborate with national, provincial and territorial partners to consult, develop and validate trade-specific information. The target reports harmonized technical training levels implemented as of the beginning of the technical training year. The target is 100 per cent achieved at 15 trade levels harmonized.

The SATCC's policy is to respond to 'industry issues' (i.e. apprentice and employers concerns/needs) within a 30-day time period. This measure tracks the SATCC's effectiveness at meeting this policy. As of year-end, 98.9 per cent of issues directed to field staff were completed within the 30-day time period. This exceeds the target of 95 per cent by 4.1 per cent.

The SATCC has mandated apprentice to journey person ratios within its regulations. This measure tracks how employers are complying with the regulations. The target is the year-to-date percentage of all in-compliance employers inspected by field staff. As of the end of June, 99.5 per cent of onsite employers inspected were in compliance. This level exceeds the target of 95 per cent by 4.7 per cent.

Strategy #3 Equip staff with the training and tools to provide outstanding service

Measures	2016-17 Actual	2017-18 Target	2017-18 Actual	% of 2017-18 Target	2017-18 Result
Employer Satisfaction with SATCC Services+	N/A	92%	94.0%	102.2%	Achieved
Apprentice Satisfaction with SATCC Services+	N/A	92%	93.0%	101.1%	Achieved
Employee Engagement	74%	70%	85.0%	121.4%	Exceeded

N/A - The Apprentice and Employer surveys are conducted on a two-year cycle, so results are not available for this year.

Exceeded = 105% or greater than target; **Achieved** = 100% to 104% of target; **Progressed** = 90% to 99% of target;

Not Met = Less than 90% of target.

Satisfaction with SATCC services is measured every two years in the Apprentice and Employer Satisfaction Survey. Employers were asked to rate their satisfaction with seven types of services provided. With 94 per cent of employers satisfied or highly satisfied, the result is 2 per cent over the target of 92 percent. The result for apprentices, who were asked to rate their satisfaction with 10 types of services, is one per cent over the 92 per cent target, a similar result to that of employers. Achieving these types of results demonstrates SATCC staff are providing outstanding service to clients.

The annual Employee Satisfaction survey was administered by Insightrix in October 2017. Eighty-five per cent of employees strongly agreed or agreed with the following statement, "I find my work fulfilling and I look forward to coming to work each day." This exceeds the target of 70 per cent by 21.4 per cent and in fact, agreement with this statement is now at its highest point on record.

Strategy #4: Manage financial resources efficiently and effectively

Measures	2016-17 Actual	2017-18 Target	2017-18 Actual	% of 2017-18 Target	2017-18 Result
Share of Registered Apprentices in Technical Training	75.3%	74%	72.6%	98.1%	Progressed
Technical Training Fill Ratio	98%	98%	96.9%	98.9%	Progressed
Sponsorship Revenue (New)	N/A	\$70K	\$50.4K	70.5%	Not Met
Administrative Cost Change (New)	N/A	-1.7%	-4.5%	164.7%	Exceeded
Share of Non-Government Revenue (%)	21%	21%	19.3%	96.6%	Progressed

N/A - Not Available as these are new targets for the 2017-18 year so don't have previous results.

Exceeded = 105% or greater than target; **Achieved** = 100% to 104% of target; **Progressed** = 90% to 99% of target;

Not Met = Less than 90% of target.

The target of -1.7 per cent on Administrative Cost Change was exceeded by 164.7 per cent. The SATCC was able to reduce its administrative expenses by 4.5 per cent in 2017-18 compared to the 2016-17 Budget due to management's emphasis on fiscal restraint.

The SATCC continued its strong performance in filling technical training seats purchased this past year. The Technical Training Fill Ratio in 2017-18 was nearly 97 per cent (96.9%), implying that almost all seats purchased by the SATCC were filled by an apprentice. This represents nearly 99 per cent of the 98 per cent target for 2017-18.

More than seven in 10 (72.6%) registered apprentices attended training in 2017-18. This achieved approximately 98 per cent of the 74 per cent target for the Share of Registered Apprentices in Technical Training.

The SATCC was also close to its target for the Share of Non-Government Revenue. The 2017-18 Budget had expected to raise 21 per cent of total revenue from non-government sources. The Share of Non-Government Revenue achieved was actually 19.3 per cent, or 1.7 per cent below the target percentage.

The continuing decline in demand for apprenticeship in 2017-18 impacted the results of each of the three previous measures. Management was not as stringent at cancelling classes that were not full, particularly for higher level classes, in order to support advancement of apprentices. This caused the Technical Training Fill Ratio to fall somewhat.

The SATCC removed more than 400 training seats, or about 6.9 per cent of total seats, from the training schedule in 2017-18 due to lack of demand. However, the total number of apprentices declined by 7.7 per cent. The combination of these two factors decreased the Share of Registered Apprentices in Technical Training.

Tuition revenue is the main source of non-government revenue for the SATCC. The decline in the number of apprentices attending training reduced tuition revenue, thereby decreasing the Share of Non-Government Revenue.

The Sponsorship Revenue measure was not met in 2017-18 at 70.5 per cent of the \$70K target. There are two sources of sponsorship revenue for the SATCC: donations for the Sask. Youth Apprenticeship (SYA) Scholarship Program and monies raised for the annual Apprenticeship Awards hosted each fall. The SATCC could not generate enough industry support to achieve its goal in 2017-18. It should be noted, though, the target for this measure was considered a 'stretch' target by management.

2017-18 Financial Highlights

Summary

The SATCC posted a surplus of \$1.468 million for the fiscal year ending June 30, 2018. This represents an increase of \$2.566 million from 2016-17 (-\$1.099 million).

Total revenue of \$26.696 million for 2017-18 decreased by approximately \$232.1K, or 0.8 per cent from 2016-17 (\$26.928 million). The decrease in revenue is due to two factors: A reduction in funding from the Ministry of Immigration and Career Training (ICT); and Lower Client Fees (i.e. tuition and administrative fees charged to apprentices and employers) as a result of lower demand for apprenticeship.

Total expenses of \$25.229 million for 2017-18 decreased by \$2.798 million, or 10.0 per cent, from 2016-17 (\$28.027 million). The decrease in expenses is mainly attributable to lower program contractual services for technical training. The decrease is partially offset by increased costs in salaries and personnel and other types of expenses.

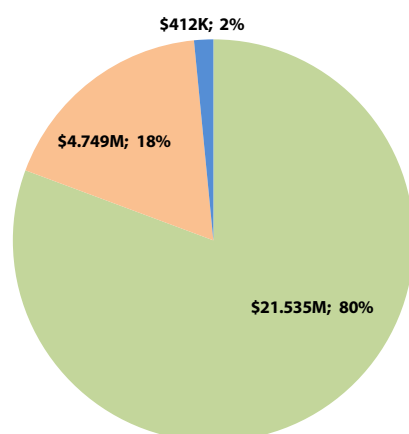
The SATCC had an accumulated surplus of approximately \$3.615 million as at June 30, 2018. This is compared to \$2.148 million in 2016-17.

Total Revenues

Total revenue was \$26.696 million in 2017-18, approximately \$232.1K less than the \$26.928 million posted in 2016-17. Grants from the Ministry of Immigration and Career Training (ICT) comprise 80 per cent of the SATCC's revenue with the bulk of the remainder coming from Client Fees (i.e. tuition and administrative fees charged to apprentices and employers). The remainder of this section provides a summary of revenue categories.

SATCC Revenue: 2017-18

■ Grants - General Revenue Fund ■ Client Fees ■ Other



Grant Revenue

The provincial grant received from the Ministry of Immigration and Career Training decreased from \$21.631M in 2016-17 to \$21.535M in 2017-18. This is a decrease of approximately \$96K or 0.4 per cent.

The operating grant for the SATCC decreased from \$21.631M in 2016-17 to \$20.306M in 2017-18. The decrease in the operating grant was due to a reduction in the budget for the number of technical training seats from 6,500 in 2016-17 to 5,900 in 2017-18. However, the reduction in the operating grant is mostly offset by \$1.25M in funding for a new IT system. The SATCC is partnering with the apprenticeship authorities in the four Atlantic provinces, plus Manitoba, to develop the Apprenticeship Management System (AMS).

Client Fees

The SATCC generated \$4.749 million in fees for tuition and administrative services in 2017-18. This represents a decrease of approximately \$134.7K over the \$4.884 million raised in Client Fees in 2016-17. The decrease in Client Fees is due to softening demand for apprenticeship in 2017-18.

There were fewer training seats purchased (e.g. 6,158 seats in 2016-17 compared to 5,482 seats in 2017-18) and there were also fewer new apprentice registrations (e.g. 1,988 new registrations in 2016-17 compared to 1,742 new registrations in 2017-18). The decline in Client Fees from these sources were partially offset by an increase from a higher number of written and practical exams.

Overall, there was an approximate 10 per cent decrease in the number of Client Fee transactions in 2017-18 compared to the previous year. The reduction in transaction volume was partially offset by a higher tuition rate. Tuition was increased to \$105 per week, from \$95 per week, starting January 1, 2018.

Other Revenues

Industry Contributions

The Saskatchewan Youth Apprenticeship (SYA) Industry Scholarship fund received \$21K in industry contributions and redeemed \$64K in scholarships to apprentices in 2017-18.

Products and Services

Revenue from Products and Services decreased from approximately \$312.7K in 2016-17 to \$290.6K in 2017-18. The decrease is mainly due to reduced funding received from the Ministry of Immigration and Career Training as a result of a lower number of psycho-educational assessments being completed in 2017-18 than expected due to a consultant's retirement.

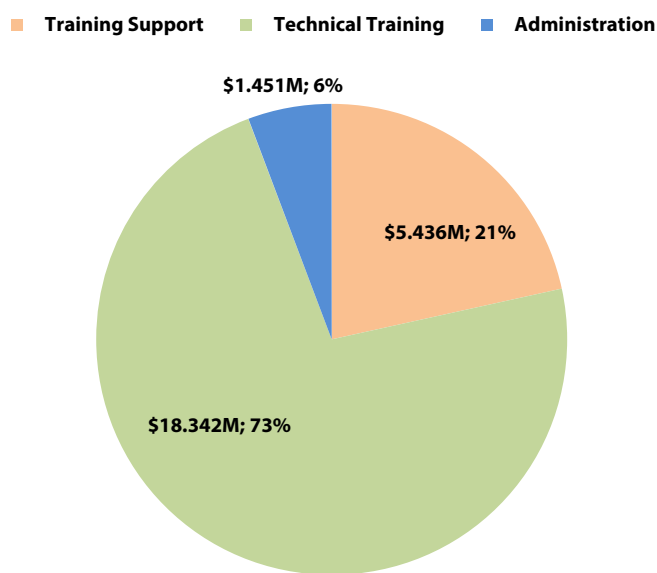
Interest

Revenue from interest payments was approximately \$57.8K in 2016-17, up from the \$31.8K earned in 2016-17. The increase is due to higher interest rates and larger overall monthly bank balances through the year.

Total Expenses

Total expenses were \$25.229 million in 2017-18, which is \$2.798 million less than the \$28.027 million in 2016-17. Technical training costs comprise about three-quarters (73%) of the SATCC's total expenses. Training support expenses represent one-fifth of total expenses with the remainder, approximately six per cent, coming from administrative expenses. The next section highlights the results in the most important expenditure categories within each of the three general categories in the chart.

SATCC Expenses: 2017-18



Technical Support (Program Contractual Services)

The SATCC purchased \$18.3 million worth of training from its training providers in 2017-18. This is approximately \$2.4 million less than the \$20.8 million in 2016-17 training expenditures or 11.6 per cent less than the previous year). The main cause for the decrease in training expenditures is a decrease in the number of training seats purchased. The SATCC purchased 6,158 seats in 2016-17 but only 5,482 seats in 2017-18. This represents a decrease of 676 seats or 11.0 per cent less than the previous year. Price increases by training providers partially offset the decrease in the volume of training noted above.

Training Support

Salary and Personnel Expenses

Salary costs were \$4.591M in 2017-18. This is \$162.5K, or 3.4 per cent, lower than the \$4.754 million posted in 2016-

17. The decrease is primarily due to vacancy management through the year.

Other Contractual Services

The SATCC spent approximately \$844K in 2017-18, which is approximately \$77K less than the \$921K spent in 2016-17 in this category. The reduction is mainly due to consulting expenses.

Administration

Board Expenses

Board expenses were approximately \$148K in 2017-18, down 6.6 per cent from the \$159K spent in 2016-17. The decrease is mainly due to reduced consultant expenditures to support board work.

Travel

Travel increased 10.8 per cent from \$174K in 2016-17 to \$192K in 2017-18. The increase is largely due to an increase in out-of-province travel related to the AMS IT project and increased travel expenses for field staff covering larger areas due to vacancies. Management has imposed fiscal restraint over the past several years, particularly emphasizing limiting travel expenses. The \$174K spent on travel in 2016-17 was the lowest amount spent in more than 10 years. The expenditure of \$192K in 2017-18 remains one of the lowest annual amounts spent on travel in the history of the SATCC.

Advertising, Promotion and Printing

The SATCC spent approximately \$220K in this category in 2017-18. This is about \$40K, or 15.2 per cent, lower than the \$260K spent in 2016-17. This was primarily due to a reduction in research expenditures, as well as media development and placement, as part of general fiscal restraint by the organization.

Postage, Courier and Freight

Expenditures in this category decreased from \$143K in 2016-17 to \$117K in 2017-18, a decrease of 18.1 per cent. The reduction in spending is a result of reduced demand for apprenticeship.

Amortization

Amortization declined from \$139K in 2016-17 to \$20K in 2017-18, which is an 85.4 per cent decrease. This was expected to occur as the bulk of the SATCC's capital assets became fully amortized.

2017-18 Budget to Actual

The SATCC budgeted a deficit of \$1.224M in 2017-18 based on revenues of approximately \$25.7M and expenses of approximately \$27.0M (including amortization of approximately \$27K). The SATCC posted a surplus of

approximately \$1.468M. The reversal of a deficit into surplus is based on higher-than-budgeted revenues and lower-than-budgeted expenses.

At \$26.7M, revenues were approximately \$957K higher than budget. This is mainly due to a \$1.25M increase in grant funding from the Ministry of Immigration and Career Training (ICT) for 2017-18. This one-time funding is to support the development and implementation of the Apprenticeship Management System (AMS) IT system. The increase in the GRF grant was partially offset by Client Fees being \$259K below budget due to softening demand for training.

At \$25.2 million, the SATCC's expenses were approximately \$1.734M less than budgeted. Technical training costs were approximately \$1.524M less than budgeted due to purchasing fewer training seats than expected. Demand for technical training softened more than anticipated in 2017-18. The SATCC had budgeted purchasing 5,900 training seats but actually purchased just under 5,500 seats.

Salary expenditures were also slightly lower than budget by approximately \$60K. The reduction in this area is attributable to vacancy management through the year. Management also reduced expenditures, relative to budget, on a number of expense categories such as Other Contractual Services, Board Expenses, Travel, Telephone, Equipment Rental and Office Supplies. These reductions were partially offset by increases in other expense categories like Advertising, Promotion and Printing, Space Rental and Other expenses.

2017-18 Accumulated Surplus

As of June 30, 2018, the SATCC had an accumulated surplus of approximately \$3.615M comprised of both financial and non-financial assets. This is higher than the accumulated surplus of \$2.148M million as at June 30, 2017.

Net financial assets comprise approximately \$3.5M of the total accumulated surplus while non-financial assets are approximately \$115K as of June 30, 2018. The SATCC's net financial assets are comprised of:

- Approximately \$69K in assets designated for the Aboriginal Apprenticeship Initiatives (AAI) fund;
- For the second consecutive year, the Sask. Youth Apprenticeship (SYA) Industry Scholarship Program has more than enough financial assets to cover its expected future obligations. There is an approximate \$19K surplus in the SYA Industry Scholarship Program of June 30, 2018. In previous years, when future obligations were greater than financial assets, management listed the difference as a designated asset within its accumulated surplus. Now that there are sufficient assets to cover the obligations, the value listed for the SYA fund in the list of designated assets is \$0;
- The Commission Board's policy requires a minimum

of one month of operating expenses, not including technical training costs, to be maintained as an operational reserve (based on expenses from the previous year's audited financial statements). The minimum surplus in 2017-18 is \$578K; and

- Undesignated financial assets of approximately \$2.853M.

2018-19 Budget Overview

The 2018-19 Budget projects a surplus of \$436K. The surplus is based on revenues of \$26.059M and expenses of \$25.623M. Total revenues are expected to decrease from \$26.7M in 2017-18 to \$26.1M in 2018-19, which represents a 2.4 per cent decline. The GRF grant will decrease by approximately \$1.25M in 2018-19. The difference is a result of the one-time funding of \$1.25M received in 2017-18 for the Apprenticeship Management System (AMS) Project not being repeated in 2018-19.

The 2018-19 Budget assumes 5,300 technical training seats will be purchased, which is less than the approximate 5,500 seats purchased in 2017-18. As a result, Client Fees are expected to decrease from \$4.750M in 2017-18 to \$4.663M due to the anticipated decline in technical training seats purchased. While tuition rates will stay the same in 2018-19, the current rate will be in place for all seats in 2018-19 (the increase from \$95 per week to the current rate of \$105 per week was effective January 1, 2018). Having the higher tuition rate for the whole year will partially offset the decrease in tuition revenues due to the decrease in training seats.

Other revenue sources are expected to increase from approximately \$412K in 2017-18 to \$1.081M in 2018-19. This difference is attributable to the approximately \$633K in anticipated funding from Employment and Social Development Canada (ESDC) for the AMS Project.

Total expenses are budgeted at \$25.6 million in 2018-19. This is an approximate increase of approximately \$394K, or 1.6 per cent, compared to the \$25.2 million in total expenses in 2017-18. Continued softening of demand for technical training is expected to reduce training costs by approximately \$590K.

Non-training expenses are expected to increase by approximately \$984K in 2018-19, relative to 2017-18, to support the SATCC's involvement in the AMS Project. For example, salaries are expected to increase by approximately \$394K to support additional staffing resources for AMS and to backfill for regular staff placed on the project. Space Rental is increasing by approximately \$60K to pay for the lease space for the AMS Project Office. Advertising, Promotion and Printing is expected to increase by approximately \$160K to support the change management plan for AMS (as well as an expansion of the Sask. Youth Apprenticeship program).

Financial Results

Management Report
September 19, 2018

The consolidated financial statements have been prepared by management in accordance with Canadian public sector accounting standards. Financial statements are not precise because they include certain amounts based on estimates and judgments.

Management has ensured the consolidated financial statements are presented fairly in all material respects. The financial information presented elsewhere in the annual report is consistent with that in the financial statements. Management has ensured the organization is in compliance with the provisions of legislation and related authorities.

Management maintains a system of internal controls over accounting and administrative practices to ensure the information presented is accurate and reliable. These measures provide reasonable assurance that transactions are recorded and executed in compliance with legislation and required authority, and assets are adequately safeguarded.

The Commission Board is responsible for reviewing and approving the consolidated financial statements and, primarily through its Audit and Finance Committee, ensures that management fulfills its responsibilities for financial reporting. The Audit and Finance Committee is appointed by the board and is composed of directors who are not employees of SATCC.

The Audit and Finance Committee meets periodically with management and the auditor to discuss internal controls, auditing matters and financial and reporting issues to satisfy itself that each party is properly discharging its responsibilities. The audit committee reviews the financial statements and the auditors' report. The Audit and Finance Committee reports its findings to the Board for its consideration when approving the financial statements for issuance.

The consolidated financial statements have been audited by the Provincial Auditor of Saskatchewan in accordance with Canadian generally accepted auditing standards. The report follows.



Jeff Ritter
Chief Executive Officer



INDEPENDENT AUDITOR'S REPORT

To: The Members of the Legislative Assembly of Saskatchewan

I have audited the accompanying financial statements of the Saskatchewan Apprenticeship and Trade Certification Commission, which comprise the statement of financial position as at June 30, 2018, and the statement of operations, statement of change in net financial assets, and statement of cash flow for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards for Treasury Board's approval, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Saskatchewan Apprenticeship and Trade Certification Commission as at June 30, 2018, and the results of its operations, changes in net financial assets, and its cash flow for the year then ended in accordance with Canadian public sector accounting standards.

Regina, Saskatchewan
September 19, 2018

Judy Ferguson, FCPA, FCA
Provincial Auditor

Saskatchewan Apprenticeship and Trade Certification Commission
Statement of Financial Position
For the Year Ended June 30, 2018

	2018	2017
Financial Assets		
Due from GRF (Note 3)	\$ 5,297,273	\$ 3,869,983
Accounts Receivable (Note 6)	267,846	209,600
	5,565,119	4,079,583
Liabilities		
Accounts Payable and Accrued Liabilities	386,996	254,269
Accrued Leave Liabilities	220,360	214,970
Deferred Revenue (Note 7)	794,280	883,205
Deferred Contributions (Note 8)	663,404	697,261
	2,065,040	2,049,705
Net Financial Assets (Note 10)	3,500,079	2,029,878
Non-Financial Assets		
Tangible Capital Assets (Schedule 1)	39,572	54,712
Inventory of Promotional Supplies	5,604	5,520
Prepaid Expenses	70,219	57,705
Total Non-Financial Assets	115,395	117,937
Accumulated Surplus (Statement 2)	\$ 3,615,474	\$ 2,147,815

(See accompanying notes to the financial statements)

Saskatchewan Apprenticeship and Trade Certification Commission
Statement of Operations
For the Year Ended June 30, 2018

	2018 Budget		2018		2017
	(Note 12)		Actual		Actual
Revenue					
Grants - General Revenue Fund	\$ 20,306,400	\$	21,534,600	\$	21,630,900
Client Fees	5,008,850		4,749,360		4,884,069
SYA Contributions	55,000		64,000		69,000
Products and Services	339,000		290,611		312,660
Interest	30,000		57,778		31,774
Total Revenue	25,739,250		26,696,349		26,928,403
Expense					
Salaries and Personnel	4,651,200		4,591,332		4,753,870
Program Contractual Services	19,866,500		18,342,332		20,754,279
Other Contractual Services	946,900		844,292		920,830
Board Expenses (Note 11)	163,200		148,488		159,020
Travel	202,500		192,429		173,714
Telephone	75,400		73,401		71,673
Advertising, Promotion and Printing	214,800		220,138		259,696
Space Rental	480,000		481,084		470,412
Equipment Rental	35,800		34,312		32,189
Office Supplies	84,000		67,823		59,538
Postage, Courier and Freight	140,000		117,277		143,226
Other	75,700		95,448		89,726
Amortization	26,800		20,334		138,928
Total Expenses	26,962,800		25,228,690		28,027,101
Annual Surplus/(Deficit)	(1,223,550)		1,467,659		(1,098,698)
Accumulated Surplus, Beginning of Year	2,147,815		2,147,815		3,246,513
Accumulated Surplus, End of Year (to Statement 1)	\$ 924,265	\$	3,615,474	\$	2,147,815

(See accompanying notes to the financial statements)

Saskatchewan Apprenticeship and Trade Certification Commission
Statement of Change in Net Financial Assets
For the Year Ended June 30, 2018

	2018 Budget (Note 12)	2018 Actual	2017 Actual
Annual Surplus/(Deficit)	\$ (1,223,551)	\$ 1,467,659	\$ (1,098,698)
Acquisition of Tangible Capital Assets	(22,500)	(5,194)	(22,110)
Amortization of Tangible Capital Assets	26,800	20,334	138,928
(Gain)/Loss on Disposal of Tangible Assets	-	-	-
	<u>4,300</u>	<u>15,140</u>	<u>116,818</u>
Acquisition of Prepaid Expenses	-	(12,514)	2,457
Decrease in Inventory of Promotional Supplies	-	(84)	1,078
	<u>-</u>	<u>(12,598)</u>	<u>3,535</u>
Increase/(Decrease) in Net Financial Assets	(1,219,251)	1,470,201	(978,345)
Net Financial Assets, Beginning of Year	2,029,878	2,029,878	3,008,223
Net Financial Assets, End of Year	\$ <u>810,627</u>	\$ <u>3,500,079</u>	\$ <u>2,029,878</u>

(See accompanying notes to the financial statements)

Saskatchewan Apprenticeship and Trade Certification Commission
Statement of Cash Flow
For the Year Ended June 30, 2018

	2018	2017
Operating Activities:		
Cash Receipts from General Revenue Fund	\$ 21,534,600	\$ 21,630,900
Cash Receipts from Clients	4,660,395	4,779,560
SYA Contributions Received	30,142	30,876
Receipts from Sales of Products and Services	232,115	315,432
Interest Received	57,778	33,668
Cash Paid to Employees	(4,575,734)	(4,783,255)
Cash Paid to Provide Program Services	(18,352,975)	(21,035,381)
Cash Paid to Suppliers	(2,153,837)	(2,357,043)
Cash Provided by/(Used in) Operating Activities	1,432,484	(1,385,243)
Capital Activities:		
Purchase of Tangible Capital Assets	(5,194)	(22,110)
Cash Used in Capital Activities	(5,194)	(22,110)
Increase/(Decrease) in Cash	1,427,290	(1,407,353)
Due from GRF, Beginning of Year	3,869,983	5,277,336
Due from GRF, End of Year	\$ 5,297,273	\$ 3,869,983

(See accompanying notes to the financial statements)

1. Description of Business

Effective October 1, 1999, the Saskatchewan Apprenticeship and Trade Certification Commission (SATCC) was established as an entity by *The Apprenticeship and Trade Certification Act, 1999*. The SATCC is an industry-led agency with a mandate to govern and manage the apprenticeship system in Saskatchewan. The purpose of the SATCC is to develop industry occupational standards in apprenticeship trades and to provide services to employers and tradespersons supporting certification based on those standards.

2. Significant Accounting Policies

These financial statements are prepared in accordance with generally accepted accounting principles as recommended by the Public Sector Accounting Board of CPA Canada and reflect the following significant accounting policies.

a) The Basis of Accounting

The accounts are prepared on the accrual basis of accounting.

b) Revenue

The revenue of the SATCC comes from several sources. Monies are provided by the General Revenue Fund (Ministry of Immigration and Career Training, formerly the Ministry of Economy) to operate the SATCC and train apprentices. The SATCC charges client fees, comprised of tuition and administrative fees, to apprentices for training and other services provided. The SATCC receives industry contributions for the Saskatchewan Youth Apprenticeship (SYA) Industry Scholarship Program. The Ministry of Advanced Education also provides Saskatchewan Advantage Scholarship (SAS) funds for qualified apprentices. Monies are also collected from the sale of services and interest revenue.

Restricted contributions are deferred and recognized as revenue in the year in which the related expense is incurred. Amounts received for tuition fees, and products and services are recognized as revenue in the year that the goods are delivered or services are provided. Government transfers are recorded as revenue in the year they are authorized, any eligibility criteria are met and a reasonable estimate of the amount can be made except to the extent that transfer stipulations give rise to an obligation that meets the definition of a liability.

c) Expenses

Expenses represent the cost of resources consumed during the period of operations. Expenses include a provision for the amortization of tangible capital assets.

d) Inventories

Inventories of promotional supplies are valued at cost and are expensed as they are consumed.

e) Tangible Capital Assets

Tangible capital asset purchases are recorded at cost, which includes all amounts that are directly related to acquisition, installation, development, construction, improvement, or betterment of the assets.

Saskatchewan Apprenticeship and Trade Certification Commission
Notes to the Financial Statements
For the Year Ended June 30, 2018

Tangible capital assets are amortized on a straight-line basis over the following estimated useful life of the asset.

Computer Application Software	3 years
Computer Hardware	3 years
Office Equipment	5 years
System Development	5 years
Office Furniture	10 years
Leasehold Improvements	Life of Lease

f) Joint Venture

The SATCC had a 2.9% share in a joint venture called the Inter-Provincial Computerized Examination Management System (ICEMS I) until 2016-17. Due to ICEMS II starting in 2017-18, the SATCC has wound down its joint venture in ICEMS I in 2016-17.

g) Measurement Uncertainty

These statements are prepared in conformity with Canadian public sector accounting standards. These standards require management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date the financial statements and the reported amounts of revenue and expenses during the period. Actual results could differ from those estimates. Differences are reflected in current operations when identified.

h) Accounting Changes

On July 1, 2017, the SATCC adopted the following new standards:

- i) PS 2200 Related Party Disclosures, a new standard defining related parties and establishing guidance on disclosure requirements for related party transactions;
- ii) PS 3210 Assets, a new standard providing guidance for applying the definition of assets and establishing disclosure requirements for assets;
- iii) PS 3320 Contingent Assets, a new standard defining and establishing guidance on disclosure requirements for contingent assets;
- iv) PS 3380 Contractual Rights, a new standard defining and establishing guidance on disclosure requirements for contractual rights; and,
- v) PS 3420 Inter-Entity Transactions, a new standard establishing guidance on accounting for and reporting on transactions between organizations in the government reporting entity.

The adoption of the new standards has been on a prospective basis, without restatement of prior period comparative amounts. The accounting changes did not have a significant impact on the current year financial statements.

Saskatchewan Apprenticeship and Trade Certification Commission
Notes to the Financial Statements
For the Year Ended June 30, 2018

i) Accounting Changes not yet in Effect

- i) PS 3430 Restructuring Transactions, which is a new standard on how to account for and report restructuring transactions by transferors and recipients of assets and/or liabilities, has not been applied in preparing these financial statements. It will become effective July 1, 2018.

3. Due from GRF

The monies of the SATCC are deposited in the General Revenue Fund (GRF). Earned interest is calculated and paid by the General Revenue Fund on a quarterly basis using the Government's thirty-day borrowing rate and the SATCC's average daily account balance. The average rate for the period July 1, 2017 to June 30, 2018 was 1.061% (2017 - 0.518%).

4. Related Party Transactions

These financial statements include transactions with related parties. The SATCC is related to the SATCC Board, Trade Boards, and key management personnel, also to all Saskatchewan Crown agencies, such as ministries, corporations, boards, and commissions under the common control of the Government of Saskatchewan.

Routine operating transactions with related parties are recorded at the rates charged by those organizations and are settled on normal trade terms. In addition, the SATCC pays Provincial Sales Tax to the Ministry of Finance on all its taxable purchases. Taxes paid are recorded as part of the cost of those purchases.

The SATCC has not been charged with any administrative costs associated with administrative services provided by the Ministry of Immigration and Career Training and the Ministry of Finance. Also, the Ministry of Finance paid for the employee benefits of the SATCC.

The following table summarizes the SATCC's transactions with other Government agencies that are not separately disclosed in the financial statements. These transactions are in the normal course of operations and are recorded at agreed upon exchange amounts.

	2018	2017
Expenses		
Ministry of Central Services	\$ 467,344	\$ 644,977
Parkland College	206,765	209,593
SaskTel	74,705	77,547
SaskPower	416,496	426,762
Saskatchewan Polytechnic	16,475,679	18,958,731
Southeast College	32,651	39,164
Tourism Saskatchewan	68,276	62,055
Western Trade Training Institute	115,321	214,128
Other Related Party Transactions	9,728	16,687
	\$ 17,866,965	\$ 20,649,644
Accounts Payable	\$ 176,626	\$ 112,248
Accounts Receivable	\$ 215,272	\$ 161,437

Other transactions and amounts due to and from related parties are described separately in the financial statements and notes.

Saskatchewan Apprenticeship and Trade Certification Commission
Notes to the Financial Statements
For the Year Ended June 30, 2018

5. Financial Instruments

The SATCC's financial instruments include: Due from GRF; accounts receivable; accounts payable and accrued liabilities; and accrued leave liabilities. Due from GRF is recorded at cost. Accounts receivable, accounts payable and accrued liabilities, and accrued leave liabilities are recorded at amortized cost. The carrying amount of these financial instruments approximates fair value due to their immediate or short-term maturity. The SATCC is not exposed to significant credit, interest rate or liquidity risk from these financial instruments.

6. Accounts Receivable

Accounts receivable are composed of the following:

	<u>2018</u>	<u>2017</u>
Interest Receivable	\$ 18,694	\$ 6,222
Client Fees Receivable	184,651	157,465
Other	<u>64,501</u>	<u>45,913</u>
Total Accounts Receivable	\$ <u>267,846</u>	\$ <u>209,600</u>

7. Deferred Revenue

Deferred Revenue of \$794,280 (2017- \$883,205) is comprised of \$790,530 (2017-\$870,505) in tuition fees received from apprentices for training which will occur after June 30, 2018, and \$3,750 (2017- \$12,700) in sponsorship revenue for the Awards Banquet which will occur in the fall 2018.

8. Deferred Contributions

Deferred Contributions represent unexpended funds externally restricted for the Saskatchewan Youth Apprenticeship Industry Scholarships and Saskatchewan Innovation and Opportunity Scholarship Programs. In 2017-18, the SATCC received funds from industry totaling \$21,000 (2017 - \$26,000) and paid out \$64,000 (2017- \$69,000). In 2017-18, \$9,142 was earned in interest (2017-\$4,664).

9. Contractual Obligations and Contingent Liabilities

a) Operating Leases

The SATCC entered into separate lease agreements for rental space at 2140 Hamilton Street, Regina (expires June 30, 2022), 2101 Scarth Street, Regina (expires May 31, 2020), 603-45th Street West, Saskatoon (expires July 31, 2021), and 141-15th Street East, Prince Albert (expires July 31, 2023). All of the SATCC's remaining locations (Estevan, La Ronge, Lloydminster, Moose Jaw, North Battleford, Yorkton and Swift Current) are leased on a continuing basis from the Ministry of Central Services.

The annual lease payments agreed to are:

2018-19	\$436,920
2019-20	\$439,691
2020-21	\$396,582
2021-22	\$314,401
2022-23	\$21,560

The SATCC is responsible for the payment of operating expenses related to these premises.

b) Outstanding Legal Claims

As at June 30, 2018, there were no outstanding legal claims against the SATCC.

10. Designated Assets

Designated assets represent amounts set aside by the SATCC Board for specific purposes. These amounts are not available for other purposes without written permission of the Board. As of June 30, financial assets have been set aside for the following purposes:

	2018	2017
Financial Assets Designated for the Aboriginal Apprenticeship Initiatives Program	\$ 69,115	\$ 46,009
Financial Assets Designated for Minimum Surplus	578,000	550,324
Undesignated Financial Assets	<u>2,852,964</u>	<u>1,433,545</u>
Total Net Financial Assets	\$ <u>3,500,079</u>	\$ <u>2,029,878</u>

As of June 30th, 2018 financial assets designated for Saskatchewan Youth Apprenticeship Industry Scholarship Program carried an \$19,404 surplus over existing outstanding obligations.

Saskatchewan Apprenticeship and Trade Certification Commission
Notes to the Financial Statements
For the Year Ended June 30, 2018

11. Board Expenses

The Apprenticeship and Trade Certification Act, 1999 establishes the SATCC Board and Trade Boards. The *Apprenticeship and Trade Certification Commission Regulations* establishes the Curriculum and Examination Development Boards and Trade Examining Boards. Honoraria and Travel expenses are paid to these board members for attendance at meetings.

The SATCC Board manages the business and affairs of the SATCC to ensure that they are conducted in accordance with *The Apprenticeship and Trade Certification Act, 1999* and regulations. Trade Boards are responsible for reviewing the Human Resource Plans and making recommendations to the SATCC Board regarding entrance requirements, training requirements, certification requirements and changes to regulations. Trade Examining Boards assist in the examination of candidates and assessment of the applicant's past experience and training to determine the applicant's eligibility. The main role of Curriculum and Examination Development Boards is to develop or revise curricula suitable for the training of apprentices and tradespersons, develop or revise examinations to be administered to apprentices and participate in developing, revising and validating inter-provincial standard examinations.

		<u>2018</u>		<u>2017</u>
Honorarium	\$	57,109	\$	58,388
Specialized Consulting		9,670		17,075
Board Training		2,170		2,620
Other Travel		3,060		3,556
Members Board/Commission Travel		<u>76,479</u>		<u>77,381</u>
Total Board Expenses	\$	<u>148,488</u>	\$	<u>159,020</u>

12. Budget

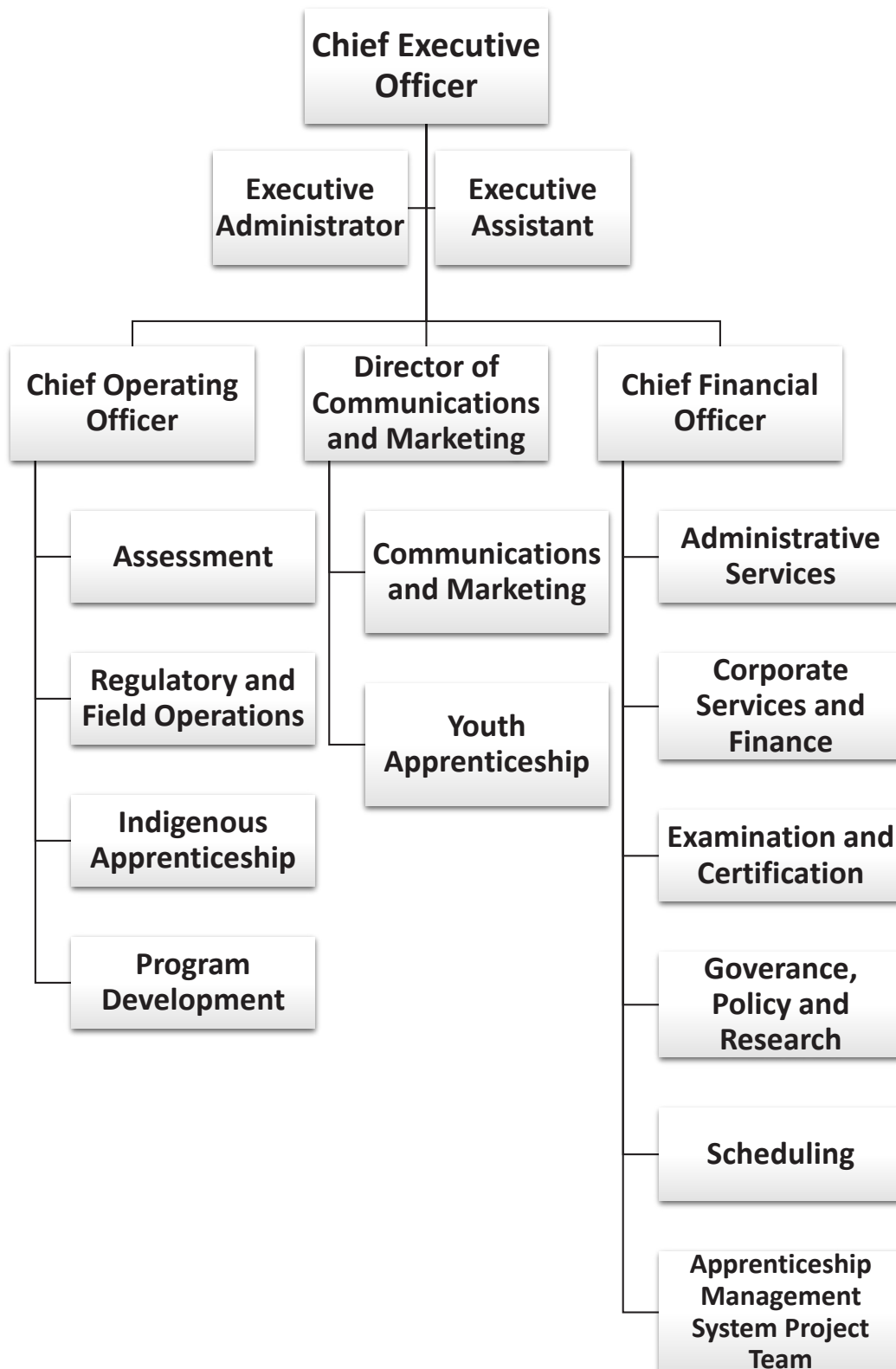
The operating budget was approved by the SATCC Board on August 9, 2017.

Saskatchewan Apprenticeship and Trade Certification Commission
Tangible Capital Assets
As at June 30

	2018						2017
	<u>Leasehold Improvements</u>	<u>Office Furniture</u>	<u>Office Equipment</u>	<u>Computer Hardware</u>	<u>Computer Application Software</u>	<u>System Development</u>	<u>Total</u>
Balance at June 30, 2017	\$965,342	\$281,989	\$86,022	\$123,901	\$76,922	\$253,525	\$1,787,701
Additions during the year	-	5,194	-	-	-	-	22,110
Disposals during the year	-	-	-	-	-	-	-
Balance at June 30, 2018	965,342	287,183	86,022	123,901	76,922	253,525	1,787,701
Opening accumulated amortization	965,342	255,237	58,062	123,901	76,922	253,525	1,594,061
Annual amortization cost	-	11,892	8,442	-	-	-	138,928
Amortization related to disposals	-	-	-	-	-	-	-
Closing accumulated amortization	965,342	267,129	66,504	123,901	76,922	253,525	1,732,989
Net book value of tangible capital assets	-	\$ 20,054	\$19,518	-	-	-	\$ 54,712

Appendix A:

Organization Chart - June 30, 2018



Appendix B: Key Operational Factors

Key Operational Factors and Activities	July 1, 2017 to June 30, 2018	July 1, 2016 to June 30, 2017
Registered apprentices	7,584	8,180
Newly registered apprentices	1,742	1,988
Youth apprentices	2,547	2,743
Purchase of technical training seats	5,482	6,158
Technical training attendance*	5,362	6,124
Training allowance claims processed	5,072	5,823
Employer consultations	4,417	5,057
Work experience assessments administered	23,860	24,887
Psycho-educational assessments administered	67	104
Written examinations administered	2,823	3,106
Practical examinations administered	369	306
Journeyman certificates issued	1,566	1,642
Industry board/committee meetings held	161	136
Foreign trained worker consultations	122	119
Foreign trained worker assessment documents processed	2,051	975
Revenue generation (total non-grant revenue)	5,161,749	5,297,503

* Technical training attendance includes apprentices who were sent out of province for technical training. These apprentices are not counted in the Purchase of technical training seats total.

Saskatchewan Apprentices: Registrations, Completions and Cancellations Five Year Overview 2013-14 to 2017-18

Year	Newly Registered Apprentices	Journeyman Certificates Issued (includes both apprentices and trade qualifiers)	Completions	Cancellations	Total Registered Apprentices
2017-18	1,742	1,566	1,356	982	7,584
2016-17	1,988	1,642	1,453	1,453	8,180
2015-16	2,611	1,971	1,657	1,470	9,437
2014-15	3,014	1,799	1,594	1,819	9,953
2013-14	3,059	1,851	1,501	1,229	10,352

Certificates issued from July 1, 2017 to June 30, 2018:

- Journeyman* - 1,566
- Proficiency* - 29
- Completion of Apprenticeship* - 1,356
- Learners* - 212
- Apprentice Year Cards (issued to each apprentice at the completion of a level of training) - 5,497

* For an explanation of the type of certificates issued, please see Page 60, Appendix H: Definitions of Terms Used in This Report.

**Saskatchewan Apprentice Registrations of Underrepresented Groups
2013-14 to 2017-18**

Year	Total Number of Equity Members*	Total Women	Women in Traditionally Male Trades	Indigenous People	Visible Minorities	People with Disabilities
2017-18	2,484	782	383	1,275	324	486
2016-17	2,522	828	417	1,315	306	490
2015-16	2,677	879	464	1,436	315	511
2014-15	2,553**	907	454	1,388	283	429
2013-14	2,516**	946	445	1,532	238	245

* The total number of equity members will not be a total of all groups, as some may be included in more than one group.

** These totals are restated due to an error in the calculations where women in traditionally male trades were double counted.

Saskatchewan Youth Apprenticeship Program Five-Year Overview 2013-14 to 2017-18

Year	Total Number of High Schools Enrolled	Total Number of Students Registered as Youth Apprentices	Total Number of Students Issued a Certificate of Completion	Total Number of Youth Apprentices Who Registered as Apprentices in the Regular Apprenticeship Program	Total Number of SYA Presentations to School Groups
2017-18	306	2,547	653	135	252
2016-17	308	2,743	705	113	283
2015-16	303	3,265	623	135	236
2014-15	300	3,863	507	146	220
2013-14	287	4,036	534	130	234

**Indigenous Apprenticeship Participation
2013-14 to 2017-18**

Year	Total Indigenous Apprentices Registered at June 30	First Nations*	Métis	Total Indigenous Journeyman Certificates Issued (includes both apprentices and trade qualifiers)	First Nations*	Métis
2017-18	1,275	830	445	138	83	55
2016-17	1,315	846	469	124	70	54
2015-16	1,436	940	496	165	101	64
2014-15	1,388	899	489	143	68	75
2013-14	1,532	1,002	530	124	74	50

* Includes Inuit.

Indigenous individuals made up 16.1% of all registered apprentices in 2017-18.

Indigenous individuals were issued 8.8% of all journeyman certificates in 2017-18..



Appendix C: Registrations, Completions and Cancellations by Designated Trade 2017-18

Trade	Number of Apprentices June 30, 2017	Registrations	Cancellations	Completions	Number of Apprentices June 30, 2018
Agricultural Equipment Technician	235	89	10	28	286
Aircraft Maintenance Engineer Technician*					
Automotive Service Technician	370	107	25	73	379
Boilermaker	20	1	0	1	20
Bricklayer	32	11	0	6	37
Cabinetmaker	3	2	0	0	5
Carpenter	977	201	128	119	931
Sub-trade: Framer	0	0	0	0	0
Sub-trade: Scaffolder	278	26	80	14	210
Construction Craft Labourer	36	12	8	0	40
Construction Electrician	1,655	259	165	292	1,457
Cook	132	30	47	6	109
Electronics Assembler	2	0	1	0	1
Esthetician - Nail Technician	4	0	1	1	2
Esthetician - Skin Care Technician	8	4	1	1	10
Food and Beverage Person	20	13	1	7	25
Glazier	7	1	0	0	8
Guest Services Representative	15	7	2	3	17
Hairstylist	310	139	27	118	304
Heavy Duty Equipment Technician	309	72	23	76	282
Industrial Mechanic (Millwright)	423	92	30	96	389
Instrumentation and Control Technician	132	30	22	28	112
Insulator (Heat and Frost)	45	13	6	7	45
Ironworker (Reinforcing)	10	2	1	0	11
Ironworker (Structural/Ornamental)	105	17	6	18	98
Landscape Horticulturist	3	1	0	1	3
Lather (Interior Systems Mechanic)	21	1	10	0	12
Locksmith	2	1	1	0	2
Machinist	78	21	12	14	73
Meat Cutter	0	0	0	0	0
Endorsement: Processor	0	0	0	0	0
Endorsement: Slaughterer	0	0	0	0	0
Metal Fabricator (Fitter)	44	12	5	9	42
Mobile Crane Operator	80	14	17	6	71
Sub-trade: Boom Truck Operator "A"	45	16	18	7	36

Trade	Number of Apprentices June 30, 2017	Registrations	Cancellations	Completions	Number of Apprentices June 30, 2018
Sub-trade: Boom Truck Operator "B"	5	1	5	0	1
Motor Vehicle Body Repairer (Metal and Paint)	114	33	9	22	116
Sub-trade: Automotive Painter	2	0	0	0	2
Painter And Decorator	1	0	0	0	1
Partsperson	82	27	11	12	86
Pipeline Equipment Operator	0	0	0	0	0
Endorsement: Dozer Operator	0	0	0	0	0
Endorsement: Excavator Operator	0	0	0	0	0
Endorsement: Grader Operator	0	0	0	0	0
Endorsement: Sideboom Operator	0	0	0	0	0
Plumber	874	131	54	130	821
Pork Production Technician	0	0	0	0	0
Endorsement: Breeder	0	0	0	0	0
Endorsement: Facilities Maintenance	0	0	0	0	0
Endorsement: Farrowing	0	0	0	0	0
Endorsement: Grower-Finisher	0	0	0	0	0
Endorsement: Nursery Management	0	0	0	0	0
Powerline Technician	224	64	37	64	187
Recreation Vehicle Service Technician	1	1	0	0	2
Refrigeration and Air Conditioning Mechanic	117	31	13	13	122
Rig Technician					0
- Derrickhand (Level Two)	38	3	24	0	17
- Driller (Level Three)	27	1	1	0	27
- Motorhand (Level One)	74	11	48	0	37
Roofer	17	14	16	0	15
Sheet Metal Worker	245	50	21	24	250
Sprinkler Fitter	43	5	4	7	37
Steamfitter-Pipefitter	172	31	12	30	161
Sub-trade: Petroleum Installer Technician	0	0	0	0	0
Tilesetter	4	0	2	0	2
Tower Crane Operator	8	2	1	0	9
Truck and Transport Mechanic	215	50	21	33	211
Water Well Driller	0	0	0	0	0
Welder	516	93	56	90	463
Sub-trade: Semiautomatic Welding Production Operator	0	0	0	0	0
TOTAL	8,180	1,742	982	1,356	7,584
* Aircraft Maintenance Engineer Technicians are registered by Manitoba Apprenticeship, to comply with Transport Canada regulations.					

Appendix D: Attendance in Apprenticeship Technical Training Courses by Trade and Stage of Training 2017-18

Trade	Enrolment Levels				
	All Levels	First	Second	Third	Fourth
Agricultural Equipment Technician	194	44	48	60	42
Aircraft Maintenance Engineer Technician ¹	0	0	0	0	0
Automotive Service Technician	306	83	77	85	61
Boilermaker	17	5	4	6	2
Bricklayer	23	11	12	0	n/a
Cabinetmaker	1	0	1	0	0
Carpenter	697	155	172	189	181
- Framer	0	0	n/a	n/a	n/a
- Scaffolder	129	25	48	39	17
Construction Craft Labourer	7	7	0	n/a	n/a
Construction Electrician	1,154	164	283	347	360
Cook	37	15	10	12	n/a
Electronics Assembler	2	1	1	n/a	n/a
Esthetician - Nail Technician*	0	n/a	n/a	n/a	n/a
Esthetician - Skin Care Technician*	0	n/a	n/a	n/a	n/a
Food and Beverage Person**	7	7	n/a	n/a	n/a
Glazier	1	0	1	0	0
Guest Services Representative**	12	12	n/a	n/a	n/a
Hairstylist*	0	0	0	n/a	n/a
Heavy Duty Equipment Technician	227	46	13	83	85
Industrial Mechanic (Millwright)	342	66	71	97	108
Instrumentation and Control Technician	69	13	20	13	23
Insulator (Heat and Frost)	39	13	12	14	n/a
Ironworker (Reinforcing)	0	0	0	n/a	n/a
Ironworker (Structural/Ornamental)	59	23	24	12	n/a
Landscape Horticulturist	2	1	0	0	1
Lather (Interior Systems Mechanic)	0	0	0	0	n/a
Locksmith	0	0	0	0	n/a
Machinist	50	0	14	12	24
Meat Cutter	0	0	0	0	n/a
Metal Fabricator (Fitter)	27	9	9	9	n/a
Mobile Crane Operator	32	5	12	15	n/a
- Boom Truck Operator A	9	9	0	n/a	n/a

Trade	Enrolment Levels				
- Boom Truck Operator B	0	0	0	n/a	n/a
Motor Vehicle Body Repairer (Metal and Paint)	81	12	21	32	16
- Automotive Painter	0	0	0	n/a	n/a
Painter and Decorator	0	0	0	0	n/a
Partsperson	57	24	14	19	n/a
Pipeline Equipment Operator ²	0	0	0	n/a	n/a
Plumber	655	125	138	224	168
Pork Production Technician	0	0	0	n/a	n/a
Powerline Technician	214	46	36	57	75
Recreation Vehicle Service Technician	2	2	0	0	n/a
Refrigeration and Air Conditioning Mechanic	84	24	24	24	12
Rig Technician	0	0	0	0	n/a
Roofer	13	13	0	0	n/a
Sheet Metal Worker	164	36	36	46	46
Sprinkler Fitter	10	1	5	4	n/a
Steamfitter/Pipefitter	97	13	28	14	42
- Petroleum Installer Technician	0	0	0	0	n/a
Tilesetter	0	0	0	n/a	n/a
Tower Crane Operator	0	0	0	n/a	n/a
Truck and Transport Mechanic	167	48	35	48	36
Water Well Driller	0	0	0	n/a	n/a
Welder	204	41	69	94	n/a
- Semiautomatic Welding Production Operator	0				
TOTAL apprentices trained (including OOP+ and Upgraders)	5,362	1,099	1,238	1,555	1,299
TOTAL apprentices trained (including OOP, no Upgraders)	5,191				
TOTAL apprentices trained (including Upgraders, no OOP)	5,314	(SATCC-purchased training)			
TOTAL apprentices trained (no OOP, no Upgraders)	5,143				
1. Aircraft Maintenance Engineer Technicians are registered with Manitoba Apprenticeship 2. Pipeline Equipment Operator - There is presently no technical training available in Saskatchewan for this trade 3. * Technical training is completed prior to registration. 4. **Technical training is in partnership with Saskatchewan Tourism 5. n/a - No applicable training for this trade/level 6. +OOP - Apprentices who received technical training Out of Province.					

Appendix E:

Journeyperson Examinations 2017-18

Trade	Total Exams Written	Total Successful	Total Unsuccessful
Agricultural Equipment Technician	54	38	16
Aircraft Maintenance Engineer Technician*			
Automotive Service Technician	97	78	19
Boilermaker	3	2	1
Bricklayer	6	2	4
Cabinetmaker	1	0	1
Carpenter	245	143	102
Sub-trade: Framer	0	0	0
Sub-trade: Scaffolder	28	28	0
Construction Craft Labourer	10	5	5
Construction Electrician	482	309	173
Cook	82	15	67
Electronics Assembler	1	1	0
Esthetician - Nail Technician	5	5	0
Esthetician - Skin Care Technician	9	9	0
Food and Beverage Person	0	0	0
Glazier	3	0	3
Guest Services Representative	0	0	0
Hairstylist	179	119	60
Heavy Duty Equipment Technician	162	104	58
Industrial Mechanic (Millwright)	142	106	36
Instrumentation and Control Technician	47	31	16
Insulator (Heat and Frost)	15	9	6
Ironworker (Reinforcing)	0	0	0
Ironworker (Structural/Ornamental)	39	26	13
Landscape Horticulturist	1	1	0
Lather (Interior Systems Mechanic)	0	0	0
Locksmith	0	0	0
Machinist	31	19	12
Meat Cutter	0	0	0
Endorsement: Processor	0	0	0
Endorsement: Slaughterer	0	0	0
Metal Fabricator (Fitter)	17	13	4
Mobile Crane Operator	18	14	4
Sub-trade: Boom Truck Operator "A"	14	14	0
Sub-trade: Boom Truck Operator "B"	3	3	0

Trade	Total Exams Written	Total Successful	Total Unsuccessful
Motor Vehicle Body Repairer (Metal and Paint)	24	19	5
Sub-trade: Automotive Painter	2	2	0
Painter And Decorator	0	0	0
Partsperson	35	27	8
Pipeline Equipment Operator			
Endorsement: Dozer Operator	0	0	0
Endorsement: Excavator Operator	0	0	0
Endorsement: Grader Operator	0	0	0
Endorsement: Sideboom Operator	0	0	0
Plumber	222	134	88
Pork Production Technician			
Endorsement: Breeder	0	0	0
Endorsement: Facilities Maintenance	0	0	0
Endorsement: Farrowing	0	0	0
Endorsement: Grower-Finisher	0	0	0
Endorsement: Nursery Management	0	0	0
Powerline Technician	70	65	5
Recreation Vehicle Service Technician	0	0	0
Refrigeration and Air Conditioning Mechanic	15	12	3
Rig Technician			
- Derrickhand (Level Two)	0	0	0
- Driller (Level Three)	0	0	0
- Motorhand (Level One)	0	0	0
Roofer	10	6	4
Sheet Metal Worker	54	30	24
Sprinkler Fitter	5	5	0
Steamfitter-Pipefitter	133	63	70
Sub-trade: Petroleum Installer Technician	0	0	0
Tilesetter	0	0	0
Tower Crane Operator	0	0	0
Truck and Transport Mechanic	62	38	24
Water Well Driller	1	1	0
Welder	190	107	83
Sub-trade: Semiautomatic Welding Production Operator	1	1	0
TOTAL	2,518	1,604	914
1. * Aircraft Maintenance Engineer Technicians are registered by Manitoba Apprenticeship, to comply with Transport Canada regulations.			
2. n/a - No examination available			

Appendix F: Saskatchewan's Designated Trades and Industry Sectors

Agriculture, Tourism and Service Sector

Cook (IP)
Esthetician - Nail Technician
Esthetician - Skin Care Technician
Food and Beverage Person
Guest Services Representative
Hairstylist (IP)
Landscape Horticulturist (IP)
 ◊ Elm Tree Pruner
Locksmith
Meat Cutter
 ◊ Processor
 ◊ Slaughterer
Pork Production Technician
 • Breeder
 • Facilities Maintenance
 • Farrowing
 • Grower-Finisher
 • Nursery Management

Construction Sector

Boilermaker (IP)
Bricklayer (IP)
Cabinetmaker (IP)
Carpenter (IP)
 ◊ Framer
 ◊ Scaffolder
Construction Craft Labourer (IP)
Construction Electrician (IP) *+
Lather (Interior Systems Mechanic) (IP)
Glazier (IP)
Industrial Mechanic (Millwright) (IP)*
Insulator (Heat and Frost) (IP)
Ironworker (Reinforcing) (IP)
Ironworker (Structural/Ornamental) (IP)
Mobile Crane Operator (IP)
 ◊ Boom Truck Operator "A"
 ◊ Boom Truck Operator "B"
Painter and Decorator (IP)
Pipeline Equipment Operator
 • Dozer Operator
 • Excavator Operator
 • Grader Operator
 • Sideboom Operator
Plasterer
Plumber (IP)+
Powerline Technician (IP)

Refrigeration and Air Conditioning Mechanic (IP)*+
Roofer (IP)
Sheet Metal Worker (IP)+
Sprinkler Fitter (IP)
Steamfitter-Pipefitter (IP)
 ◊ Petroleum Installer Technician
Tiler (IP)
Tower Crane Operator (IP)
Water Well Driller

Production and Maintenance Sector

Construction Electrician (IP) *+
Electronics Assembler
Industrial Mechanic (Millwright) (IP)*
Instrumentation and Control Technician (IP)
Machinist (IP)
Metal Fabricator (Fitter) (IP)
Refrigeration and Air Conditioning Mechanic (IP)*+
Rig Technician (IP)
 • Motorhand (Level One)
 • Derrickhand (Level Two)
 • Driller (Level Three) (IP)
Welder (IP)
 ◊ Semiautomatic Welding Production Operator

Motive Repair Sector

Agricultural Equipment Technician (IP)
Aircraft Maintenance Engineer Technician
Automotive Service Technician (IP)
Heavy Duty Equipment Technician (IP)
Motor Vehicle Body Repairer (Metal and Paint) (IP)
 ◊ Automotive Painter (IP)
Partsperson (IP)
Recreation Vehicle Service Technician (IP)
Truck and Transport Mechanic (IP)

◊ Represents a sub-trade or endorsement

- Represents a journeyperson certificate in the trade speciality

* The designated trade is part of more than one industry sector

(IP) This trade or sub-trade is recognized with the Red Seal interprovincial status

+ Compulsory Trade

Appendix G: Balanced Scorecard

Reference Table

Measure	Description	Purpose	Methodology	2017-18 Target Explanation
New Apprentice Registrations Lead: Apprenticeship	The number of newly registered apprentices is an indicator of growth in the SATCC system.	<p>Due to the demand nature of the apprenticeship system, the number of newly registered apprentices is outside the control of the SATCC.</p> <p>This is a key operational indicator and is an important variable to be considered in budgetary and technical training planning.</p>	The SATCC estimates the number of new apprentices using a mix of the trends from the current/previous year as well as its estimate of number of new apprentices, completed on a by trade/by level basis used in its Three-Year Training Seat Forecast.	The forecasted number of new apprentices for 2016-17 is approximately 2,100 apprentices. The Three-Year Training Seat Forecast estimates a similar amount for 2017-18.

Measure	Description	Purpose	Methodology	2017-18 Target Explanation
Trade Qualifiers Lead: Apprenticeship	The number of TQs engaged in the certification the system indicates the size of the SATCC client base requiring services and gives an indication of how many tradespeople are in the system in a given year.	<p>Due to the demand nature of the certification system, the total number of TQs in the certification system is outside the control of the SATCC. This is a key operational indicator and is an important variable to be considered in budgetary planning.</p> <p>Due to the nature of how TQs engage with the certification system, there is no requirement to progress in a specified time frame or attend technical training as with apprentices. Therefore, a TQ may register with the system and unless they get certification the SATCC does not know if they intend to write an exam or not. Once registered, they are not removed from the database. Due to this, a "starting" calculation for July 1, 2017 was agreed upon by management.</p>	<ol style="list-style-type: none"> 1. Any TQ registered in a certain month MINUS 2. Number of JCs issued to TQs between those same dates MINUS 3. Any TQ who has had no activity (registered but has not taken upgrading or written an exam or gained a certification) within 5 years EQUALS 4. Current number of TQs in SATCC system as of that month. 	As this is a new measure, future targets are to be determined from baseline results in 2017-18.

Measure	Description	Purpose	Methodology	2017-18 Target Explanation
Total Apprentices Lead: Corporate Services and Apprenticeship	The total number of registered apprentices indicates the size of the SATCC client base requiring services.	Due to the demand nature of the apprenticeship system, the total number of registered apprentices is outside the control of the SATCC. This is a key operational indicator and is an important variable to be considered in budgetary and technical training planning.	The 5-year average of percentage increase or (decrease year) over year.	11-12 to 12-13 3.1% 12-13 to 13-14 3.3% 13-14 to 14-15 (6.7)% 14-15 to 15-16 (5.2)% 15-16 to 16-17 (13.1)*% 5-year avg. (3.7)% The 3.7% decrease from year end forecast of 8,200* is 7,897. Rounded to 7,900 apprentices based on management's expectations that a similar decrease (3.7%) will occur in 2017-18. While the number of new apprentices registered is expected to remain relatively constant, management expects some existing apprentices will be 'cancelled' if they are laid off and are transitioning from one employer to another.
Technical Training Seats Lead: Corporate Services	Apprentices receive training on the job and by attending technical training. In order to achieve journey person certification, an apprentice must attend technical training on an annual basis, as well as accumulate on the job training.	This outcome will directly impact the achievement of the SATCC Vision and Mission.	The SATCC uses a forecasting method to determine the number of training seats required for the next three years. It takes into account the current number of active apprentices by trade and by level of training. It also uses historical data related to attendance patterns on a trade by trade basis and historical growth patterns over the past five years.	5,900 training seats forecast to be purchased, decreased from training seats (decrease of 4.8%) purchased in 2016-17.
Alternate Technical Training Available Lead: Apprenticeship	The number of alternative training seats available in a given year. Alternative is any training that does not exclusively use "block release" training.	To enhance alternative training options for apprentices and tradespeople to meet the needs of industry; to keep training up to date using new technologies and techniques.	The number of alternate training seats available in a year compared to the total number of training seats.	As this is a new measure, future targets are to be determined from baseline results in 2017-18.

Measure	Description	Purpose	Methodology	2017-18 Target Explanation	
Blue Seal Certifications Lead: Apprenticeship	<p>Number of Blue Seal Certificates Earned by tradespeople</p> <p>The Blue Seal demonstrates a journey person has successfully achieved a reasonable level of business and management knowledge.</p>	Program to encourage continued learning for journeypersons to gain business skills and encourage entrepreneurship. To support tradespeople preparing for management positions or running their own businesses.	Average of the previous three years (only have data for this time span) number of certificates awarded.	<p>2014-15 25</p> <p>2015-16 29</p> <p>2016-17 20 (YTD)</p> <p>3-year avg. 25</p> <p>so the target for 2017-18 is set at 25.</p>	
Employer Consultations Lead: Apprenticeship	As of year-end, the total number of visits made to employer work sites to promote apprenticeship or to support apprentices.	This is a measure of service standards provided by field consultants to SATCC clients, both employers and apprentices.	5 year average of visits conducted.	<p>2012-13 3,876</p> <p>2013-14 4,354</p> <p>2014-15 3,861</p> <p>2015-16 4,445</p> <p>2016-17 4,900*</p> <p>5-year avg. 4,287 rounded down to 4,200</p> <p>In the SATCC's Operations Manual 4,200 visits are listed as the field consultants' performance target. This target was chosen given the 5-year average as well as a reduced number of field consultant staff due to budgetary restraint.</p>	

Measure	Description	Purpose	Methodology	2017-18 Target Explanation	
Trade Board Meetings Lead: Apprenticeship	Each designated trade has a Trade Board with equal representation from employers and employees of that trade. They are subject matter experts who participate on Trade Examining Boards and the Curriculum and Examination Development Boards	Trade Boards provide a forum for trade-specific direction and general feedback to the SATCC from industry partners. SATCC staff support the Trade Boards and record minutes of all meetings; the number of meetings is reported.	All meetings of the Trade Boards, Trade Board Examining Boards and the Trade Examining Boards and the Curriculum Development Boards are counted. Dependent on specific industry concerns or developments, Trade Boards meet at least once per year and then on an as needed basis. The other two boards meet on an as needed basis. Forty Trade Boards are currently active. Nine trades do not have active trade boards. This is due to being a low volume or inactive trade or a trade where technical training is delivered out of province.	2012-13 2013-14 2014-15 2015-16 <u>2016-17</u> 5-year avg. rounded to 130	140 127 153 128 130* 136

Measure	Description	Purpose	Methodology	2017-18 Target Explanation	
Journey person Certificates Issued Lead: Apprenticeship and Corporate Services	The more journey person certificates (JP's) issued, the more skilled workers available to the Saskatchewan labour market.	This outcome will directly impact the achievement of the SATCC Vision and Mission.	The targets for the number of journey person certificates issued uses a mixture of the following data: - the # of apprentices attending/completed final level training adjusting for the number who write and successfully pass the certification exam; - the # of trade qualifiers adjusting for the number who write and successfully pass the certification exam; and - the # of apprentices who have successfully passed their certification exam but required more trade time hours to complete their certification.	The number of JP's issued is anticipated to decline to 1,725 in 2017-18 given the lesser number of apprentices in the system.	
Red Seal Exam Pass Rate Lead: Apprenticeship	The Red Seal Secretariat publishes the percentage of apprentices who are successful at passing the Red Seal journey person exam in their given trade, on an annual basis. The information is available for SK apprentices and all of Canada.	The higher the success of SK apprentices on the Red Seal exam, the greater the number of journey persons available to the labour market. This measure indirectly indicates the quality of training provided and the employer and employee supports provided by SATCC.	The SATCC reports the results for the previous calendar year as audited by Statistics Canada; the results are received in June of the following year (the 2017 results will be received in June 2018).	2012 2013 2014 2015 2016 5-year avg.	78% 80% 80% 80% 76%* 80%

Measure	Description	Purpose	Methodology	2017-18 Target Explanation	
Real Completion Rate (RCR) Lead: Corporate Services	SK was not included in a 2003 national cohort study for apprentice completion rates due to data limitations. In 2012-13, the SATCC adopted a method similar to Alberta for cohort completion calculation.	The higher the completion rate, the greater the number of journeypersons available to the labour market and the greater the return on the Province's investment in training.	<p>This method follows individuals through the system and takes the # of apprentices who get JP status (within two years after expected end of program) divided by the # of apprentices who complete Level One in a given year.</p> <p>It excludes electronics assemblers, food and beverage persons, guest services representatives and hairstylists, as these trades do not follow the traditional apprentice training routes.</p> <p>An overall completion rate is calculated annually based on the completion rate for each trade.</p> <p>The completion rate for compulsory and non-compulsory trades is calculated on an annual basis (at year end) for information.</p>	<p>2012-13 65.4%</p> <p>2013-14 61.1%</p> <p>2014-15 62.4%</p> <p>2015-16 66.2%</p> <p>2016-17 59.9%*</p> <p>5-year avg. 63.8% rounded to 60.0%</p> <p>The target is based on the rolling 5-year average for the completion rate based on a weighted average using the number of apprentices in each trade.</p> <p>Compared to 2012-13, the number of JCs issued to L1Cs in 2013-14 was 14.9 per cent higher. However, the number of L1Cs rose by 22.9 per cent during the same period. Even with an absolute number of JCs that was higher than the previous year, the RCR fell by 4.3 per cent.</p> <p>The completion rate and averages for compulsory and non-compulsory groups are included below for information:</p> <p>Compulsory trades</p> <p>2011-12 73.4%</p> <p>2012-13 73.7%</p> <p>2013-14 69.3%</p> <p>2014-15 69.0%</p> <p>2015-16 72.2%</p> <p>5-year avg. 71.5%</p> <p>Non-Compulsory trades</p> <p>2011-12 61.2%</p> <p>2012-13 61.4%</p> <p>2013-14 57.5%</p> <p>2014-15 58.8%</p> <p>2015-16 62.4%</p> <p>5-year avg. 60.3%</p>	

Measure	Description	Purpose	Methodology	2017-18 Target Explanation	
Total Employers Lead: Apprenticeship	Employers of apprentices drive demand for apprenticeship services.	The more employers engaged with apprenticeship, the higher the demand for SATCC services and the greater the capacity to meet the labour market need for skilled tradespeople.	The 5-year average number of employers. SATCC's planned "Employer Engagement" campaign to try to increase the number of employers participating in the apprenticeship system was not fully implemented due to fiscal restraint. When adding in the current economic context of slower growth, the target is reduced from the 5-year average.	2012-13 2013-14 2014-15 2015-16 <u>2016-17</u> 5-year avg. rounded down to 2,400 given the current economic context and the employer engagement campaign was not fully implemented over the last two years.	2,750 2,813 2,788 2,689 2,400* 2,688
Indigenous Apprentices Lead: Apprenticeship	The number of Indigenous apprentices registered at year end.	Maintain a representative proportion of the SK Indigenous population as apprentices compared to the general labour market.	The 5-year average as a percentage of total number of apprentices.	2012-13 2013-14 2014-15 2015-16 2016-17 <u>(15.975)</u> 5-year avg. 14.7% of 8,200 = 1,210 rounded to 1,200	13.8% 14.8% 13.9% 15.2% 16.0 14.7%
Female Apprentices Lead: Apprenticeship	The number of female apprentices registered at year end.	Women are underrepresented in the SK apprenticeship system compared to the general labour market. This indicator will provide trend information.	The 5 year average as a percentage of total number of apprentices.	2012-13 2013-14 2014-15 2015-16 <u>2016-17</u> 5-year avg. 9.2% of 8,200* = 757; rounded to 750	8.8% 9.1% 9.1% 9.3% 9.8%* 9.2%
Female Apprentices in Traditionally Male Trades (TMT) Lead: Apprenticeship	The number of female apprentices registered in PMT at year end.	Women are under-represented in the SK apprenticeship system in TMT. This indicator will provide trend information.	The 5 year trend of the actual number of apprentices in this category.	2012-13 2013-14 2014-15 2015-16 <u>2016-17</u> 5-year avg. 4.5% of 7,900 = 355	3.8% 4.3% 4.6% 4.9% 5.0% 4.5%

Measure	Description	Purpose	Methodology	2017-18 Target Explanation	
Visible Minority Apprentices Lead: Apprenticeship	The number of visible minority apprentices registered at year end.	Visible minorities are underrepresented in the SK apprenticeship system compared to the general labour market. This indicator will provide trend information.	The 5 year average percentage of total number of apprentices.	2012-13 2013-14 2014-15 2015-16 2016-17 5-year avg. 2.9% of 8,200*= 234 Target moved to 250 based on current year forecast of 300.	3.7% 3.3% 2.8% 2.3% 2.1% 2.9%
Apprentices with Disabilities Lead: Apprenticeship	The number of apprentices that self-identify with a disability, or an assessed learning disability, registered at year end.	Provide trend information regarding the number of registered apprentices with disabilities and learning disabilities.	Previous to 2013-14, information about apprentices with disabilities was tracked for those who self-identified with a disability. On a go-forward basis, this information will be tracked on a combined basis, both self-identified and those provided with learning accommodations.	Target set at 500 based on 2016-17 yearend number of 520* and 2015-16 year end number of 511.	
Employer Satisfaction with the Training Lead: Apprenticeship	The Apprentice and Employer Satisfaction survey was conducted in 2007, 2010 and 2013. The survey is completed on a two-year cycle and won't be completed again until October of 2017.	To provide employer satisfaction with quality of the journey person as a proxy for satisfaction with the training.	The target is an average of the percentage of employers who agreed or strongly agreed with the statement: "Overall, I am satisfied with the quality of the journey person following completion of apprenticeship."	2007 2010 2013 2015 4-year avg. The statistical validity of the survey is 95% certainty within + or -5%. In management's opinion, a target of 85% is reasonable.	86% 82% 81% 87% 84%
Apprentice Satisfaction with Training Lead: Apprenticeship	The Apprentice and Employer Satisfaction survey was conducted in 2007, 2010, 2013 and 2015. The survey is completed on a two year cycle and won't be completed again until October of 2017.	To provide apprentice satisfaction with on-the-job training.	The target is an average of the percentage of apprentices who agreed or strongly agreed with the statement : "Overall, I am satisfied with the quality of my on the job training."	2007 2010 2013 2015 4-year avg. The statistical validity of the survey is 95% certainty within + or -5%. In management's opinion, a target of 90% is reasonable.	91% 84% 88% 89% 88%

Measure	Description	Purpose	Methodology	2017-18 Target Explanation													
Trade Levels Harmonized Lead: Apprenticeship	<p>The National Harmonization effort requires input from provincial and territorial (P/T) stakeholders to come to consensus re:</p> <p>Use of Red Seal Name;</p> <p>Use of current National Occupational Analysis;</p> <p>Hours (work/training);</p> <p>Levels; and</p> <p>Sequence of Curriculum.</p>	<p>Industry boards (Trade Boards and Curriculum and Examination and Development Boards) provide a forum for content-specific direction and specific feedback to the SATCC and the Harmonization Taskforce. This informs the Canadian Council of Directors of Apprenticeship's (CCDA) Harmonization efforts.</p> <p>SATCC staff support the Boards and collaborate with national, provincial and territorial partners to consult, develop and validate trade-specific information. Additionally, these meetings may be with training providers to validate provincial curriculum and delivery.</p>	<p>The number of harmonized technical training levels implemented as of the beginning of the technical training year.</p> <p>The implementation for harmonization is progressive, so the target will be a combination of 2 to 4 years. Trades with out-of-province training have been included.</p>	<p><u>2017-18: 15 Levels Harmonized</u></p> <p>Phase One Trades (Level 2)</p> <ul style="list-style-type: none">• Carpenter• Ironworker (Reinforcing and Structural)• Mobile Crane Operator• Tower Crane Operator• Welder• Metal Fabricator <p>Phase Two Trades (Level 1)</p> <ul style="list-style-type: none">• Automotive Service Technician• Agricultural Equipment Technician• Heavy-Duty Equipment Technician• Truck and Transport Mechanic• Construction Electrician• Industrial Mechanic (Millwright)• Plumber• Steamfitter-Pipefitter													
Industry Response Time Lead: Apprenticeship	<p>This measure tracks if the SATCC responds to 'industry issues' within the 30-day period mandated by its own policy.</p>	<p>The SATCC's policy is to respond to 'industry issues' (i.e. apprentice and employers concerns/needs) within a 30-day time period. The measure tracks the SATCC's effectiveness at meeting this policy goal.</p>	<p>The measure tracks the share of 'green sheets' which are completed within the 30-day timeframe mandated as per SATCC policy.</p>	<table><tr><td>2012-13</td><td>95.8%</td></tr><tr><td>2013-14</td><td>93.2%</td></tr><tr><td>2014-15</td><td>88.5%</td></tr><tr><td>2015-16</td><td>99.4%</td></tr><tr><td><u>2016-17</u></td><td><u>98%</u></td></tr><tr><td>5-year avg.</td><td>95.0%</td></tr></table>		2012-13	95.8%	2013-14	93.2%	2014-15	88.5%	2015-16	99.4%	<u>2016-17</u>	<u>98%</u>	5-year avg.	95.0%
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5-year avg.	95.0%																

Measure	Description	Purpose	Methodology	2017-18 Target Explanation	
Ratio Compliance Lead: Apprenticeship	The SATCC has mandated apprentice to journey person ratios within its regulations. The measure tracks how employers comply in this area.	To measure number of inspected employers in compliance with regulated apprentice to journey person ratios. Employers may be counted more than once dependent on the number of onsite trades.	The target is the year-to-date percentage of all in-compliance employers inspected by field staff. There is a formal process under development for the selection of worksites to be inspected.	2016-17	98.9%* There is less than one year of data for this target. Therefore, management set a target of 95%.
Employer Satisfaction with SATCC Lead: Apprenticeship and Corporate Services	The Apprentice and Employer Satisfaction survey was conducted in 2007, 2010, 2013 and 2015. Only the 2013 and 2015 survey asked customer and service satisfaction questions. The survey is completed on a two year cycle and won't be completed again until October 2017	To indicate employer satisfaction with SATCC service delivery.	The result is an average of the positive responses to seven types of service SATCC provides to employers.	2013 2015 2-year avg.	91.2% 94.2% 92.7% Target set at 92% of employers indicate a positive response to 7 types of service SATCC provides to apprentices. The statistical validity of the survey is 95% certainty within + or -5%. In management's opinion, a target of 92% is reasonable.
Apprentice Satisfaction with SATCC Lead: Apprenticeship and Corporate Services	The Apprentice and Employer Satisfaction survey was conducted in 2007, 2010, 2013 and 2015. Only the 2013 and 2015 survey asked customer and service satisfaction questions. The survey is completed on a two year cycle and won't be completed again until October of 2017.	To indicate apprentice satisfaction with SATCC service delivery.	The result is an average of the positive responses to 10 types of services SATCC provides to apprentices.	2013 2015 2-year avg.	91.4% 91.5% 92.5% Target set at 92% of apprentices indicate a positive response to 10 types of service SATCC provides to apprentices. The statistical validity of the survey is 95% certainty within + or -5%. In management's opinion, a target of 90% is reasonable.

Measure	Description	Purpose	Methodology	2017-18 Target Explanation	
Employee Engagement Lead: Communications	The Annual Employee Engagement Survey is an internally generated survey which asks employees a number of questions to measure aspects of their job satisfaction. The results are tabulated and shared with employees. The survey has been administered for the last four years.	Measure SATCC staff satisfaction.	The target is an average of the percentage of employees who strongly agree or agree with the following statement: "I find my work fulfilling and I look forward to coming to work each day."	2012 2013 2014 2015 <u>2016</u>	76% 82% 68% 69% 73.5% 5-year avg. 73.7% target rounded to 70% which represents a minimum threshold of success for this measure.
Share of Registered Apprentices in Technical Training Lead: Corporate Services	The provincial government grant and tuition fee revenues are sufficient to fund apprentice technical training.	In any given year, only a certain percentage of registered apprentices are ready to attend technical training.	The estimated number of technical training seats purchased in divided by the projected number of registered apprentices	2017-18: 5,900 seats divided by 7,900 apprentices = 74.6% rounded to 74%	
Technical Training Fill Ratio Lead: Corporate Services	The SATCC compares the number of technical training seats purchased with the number of technical training seats used by apprentices.	More apprentices are trained.	The fill rate is calculated by the number of technical training seats purchased being divided by the number of seats filled by apprentices. (The number of seats purchased and filled includes the upgraders seats as SATCC pays full price for those seats; the number of seats purchased does not include the number of apprentices who attend technical training outside of Saskatchewan.) The target is set using management's judgement as to what the optimal target is based on past experience and current human resources.	Due to operational changes and a focus on achieving the highest fill rate possible given the human resources available, the target is being set at 98%; the optimal target in management's opinion. 2012-13 96.6% 2013-14 98.2% 2014-15 99.0% 2015-16 98.6% <u>2016-17 98.1%*</u> 5-year avg. 98.1% rounded to 98%	

Measure	Description	Purpose	Methodology	2017-18 Target Explanation
Sponsorship Revenue Lead: Communications	Sponsorship revenue generated to support the SYA Industry Scholarship Program and the Apprenticeship Awards Banquet	To defray costs associated with the annual awards banquet and to ensure the continued ability of the SYA scholarship to be awarded, sponsorship revenue is generated.	Average of the past three years of funds raised for the SYA Scholarship Program + 10% increase; and the 17-18 budgeted cost for the Apprenticeship Awards Banquet	2017-18 Target = \$70K SYA Industry Scholarship 2014-15 = \$30,000 2015-16 = \$16,000 <u>2016-17 = \$38,000*</u> Average = \$28,000 + 10% increase = \$30,800 2017-18 Apprenticeship Awards budget for Awards \$40,000
Administrative Cost Change Lead: Corporate Services	Measures annual change in administrative costs, including SATCC staff salaries, but excluding training expenses.	The purpose of this measure is to track management's efforts to control budgeted administrative expenses, not including amortization, to ensure the efficient operation of the organization. Training expenses are excluded from this measure since these are not administrative expenses. Rather, training expenses represent the cost of purchasing training seats from training providers. Amortization is excluded because it's a non-cash expense.	Target ACC = [(Current Year's Budget AE – Previous Year's Budget AE)/Previous Year's Budget AE] x 100 Actual ACC = [(Current Year's Actual AE – Previous Year's Budget AE)/Previous Year's Budget AE] x 100 Administrative Expenses (AE) = [Total Expenses – Training Expenses - Amortization]	Target ACC = [(2017-18 Budget AE – 2016-17 Budget AE)/2016-17 Budget AE] x 100 ACC = [(\$7.068M – \$7.189M)/\$7.189M] x 100 = -1.7% 2016-17 Budget AE = \$7.188M (= \$28.706M - \$21.383M - \$0.135M) 2017-18 Budget AE = \$7.068M (= \$26.962M - \$19.867M - \$0.027M)
Share of Non-Government Revenue (%) Lead: Corporate Services	The share of revenue generated from non-government sources such as client fees, interest, etc.	Measures the reliance of the SATCC on government funding to generate revenue.	Non-Gov't Revenue = Client Fees + Industry Contributions + Products and Services + Interest Non-Gov't Revenue Share = (Non-Gov't Revenue/Total Revenue) x 100	Non-Gov't Revenue = \$5.432M Total Revenue = \$25.739M Non-Gov't Revenue Share = (\$5.432M/\$25.739M) x 100 = 21.1% rounded to 21%

Appendix H:

Definition of Terms Used in This Report

Act and Regulations: *The Apprenticeship and Trade Certification Act, 1999* and regulations are the authority under which the program operates.

Apprentice: An individual who is working in a designated trade, has signed a contract of apprenticeship with his or her employer, and is registered with the Apprenticeship and Trade Certification Commission. Note: Apprentices are not students. They are employees in a skilled trade in which they are acquiring skills.

Apprenticeship Training: A system of training that has two main components: workplace training and technical training. The apprentice, the employer or joint training committee, and the Chief Operating Officer sign a contract of apprenticeship. Apprentices learn the knowledge and skills associated with a trade through workplace training which is supervised by a certified journeyperson, combined with technical training. Upon completion of the final level of training, apprentices are eligible to write the journeyperson examination.

Certificate of Completion of Apprenticeship: A certificate issued to an apprentice who has completed the prescribed apprenticeship term for their designated trade; has successfully completed all levels of required technical training; has met all requirements for the Journeyperson Certificate of Qualification; and has submitted a record book to the SATCC in designated trades which require a record book.

Compulsory Apprenticeship: An individual must be an apprentice or a journeyperson to work in the trade. There are four compulsory apprenticeship trades in Saskatchewan: Electrician, Plumber, Refrigeration Mechanic and Sheet Metal Worker.

Designated Trade: An occupation designated under *The Apprenticeship and Trade Certification Act, 1999*. Designation of an occupation means that legislated rules apply; standards, technical training and certification examinations are established.

Interprovincial Standards Red Seal Program (Red Seal): A national certification program that assists workers seeking employment in any province/territory in Canada.

Journeyperson: An individual who has worked at a trade for several years, passed all examinations, and has been issued a Journeyperson Certificate of Qualification from the Saskatchewan Apprenticeship and Trade Certification

Commission or other Canadian apprenticeship authority.

Journeyperson Certificate of Qualification: A certificate issued to a person pursuant to Section 29 of *The Apprenticeship and Trade Certification Commission Regulations*.

Learner's Certificate: A certificate in a designated trade issued to an applicant who has met the eligibility requirements set by the SATCC and trade regulations.

Proficiency Certificate: A certificate is issued to reflect an individual's ability in a significant area of their trade.

Red Seal Endorsement (RSE): An acronym to use as an enhancement to a journeyperson's professional title, representing his/her successful achievement of obtaining the Red Seal endorsement in the given Red Seal trade.

Saskatchewan Apprenticeship and Trade Certification Commission (SATCC): SATCC is responsible for administering the programs for apprenticeship training, trade certification, upgrading for non-journeypersons and updating for journeypersons.

Sub-trade: A branch of a designated trade that is recognized for training and certification purposes.

Tradesperson: An individual who is working at one of the non-compulsory designated trades, but is not an apprentice or a journeyperson.

Trade Qualifier: A tradesperson who is not a registered apprentice, but has established eligibility to challenge a certification examination.

Updating: Training designed to enhance the skills of an individual who already holds journeyperson certification.

Upgrading: Training designed to assist a tradesperson in preparing to take a journeyperson examination.

Voluntary Apprenticeship: Workers are encouraged to take apprenticeship training or attain journeyperson certification, but it is not a mandatory requirement to work in the trade.

Work (Workplace) Experience / On-the-Job Training: Also known as "experiential learning." The experience an individual gains on a job site learning the skills and performing the actual tasks involved in the work of the trade/occupation.

Appendix I: Saskatchewan Apprenticeship and Trade Certification Commission Offices

Head Office

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

Email: apprenticeship@gov.sk.ca

Website: www.saskapprenticeship.ca

Regional Offices

Apprenticeship and Trade Certification Commission
Estevan Regional Office

#201 - 1302A - 3rd Street

Estevan SK S4A 0S2

Apprenticeship and Trade Certification Commission
Northern Regional Office

Box 5000

Mistasinihk Place, 1328 La Ronge Avenue

La Ronge SK S0J 1L0

Apprenticeship and Trade Certification Commission
Moose Jaw Regional Office

W.G. Davies Building

Room 222, 110 Ominica Street West

Moose Jaw SK S6H 6V2

Apprenticeship and Trade Certification Commission
North Battleford Regional Office

#109 - 1192 - 102nd Street

North Battleford SK S9A 1E9

Apprenticeship and Trade Certification Commission
Prince Albert Regional Office

Box 3003

141 - 15th Street East

Prince Albert SK S6V 6G1

Apprenticeship and Trade Certification Commission
Saskatoon Regional Office

603 - 45th Street West

Saskatoon SK S7L 5W5

Apprenticeship and Trade Certification Commission
Swift Current Regional Office

Room 538.5, 350 Cheadle Street West

Swift Current SK S9H 4G3

Apprenticeship and Trade Certification Commission
Yorkton Regional Office

Room 302, 120 Smith Street East

Yorkton SK S3N 3V3

