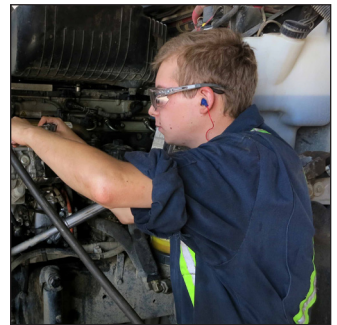


Saskatchewan Apprenticeship and Trade Certification Commission



Annual Report for 2018-19

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Letters of Transmittal

October 2019

The Honourable Russell Mirasty
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, 2019. 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 2019

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, 2018 to June 30, 2019.

Respectfully submitted,



Drew Tiefenbach
Commission Board Chairperson



Jeff Ritter
Chief Executive Officer

A Message from the Commission Board Chairperson



On behalf of the Commission Board of Directors, I'm pleased to present the 2018-19 annual report.

The SATCC is an industry-led Commission of the Government of Saskatchewan.

Our vision is a skilled and representative trades workforce, industry trained and certified.

Our mandate is to develop, promote and execute a relevant, accessible and responsive apprenticeship training and certification system to meet the needs of employers, apprentices, journeypersons and tradespersons.

A number of initiatives continued to move forward in 2018-19:

Amendments to *The Apprenticeship and Trade Certification Act, 1999* continued to move forward. *The Act* passed third reading and received royal assent in 2018-19. Before *The Act* is proclaimed, *The Apprenticeship and Trade Certification Regulations, 2003* and *The Apprenticeship and Trade Certification Commission Regulations* will be reviewed and updated in 2019-20.

I have to acknowledge my fellow Board members for all the leadership they've shown over the past year. Many of our Board members pursued professional development opportunities to strengthen their skills as Board members and enhance their knowledge of current issues facing the apprenticeship system. We also saw many Board members support the annual Apprenticeship Awards by volunteering their time the night of the event and investing in the Board-funded First Nations and Métis Scholarship.

We said good-bye to Al Loke, Northern Saskatchewan representative in 2018-19. Thank you, Al, for your dedication to apprenticeship and your contributions to the Commission Board of Directors.

We welcomed two new Board members: Brent Dubray, Northern Saskatchewan representative; and Ian Knibbs, Construction Sector Employer representative. Thank you for committing your time and expertise to apprenticeship in Saskatchewan.

Thank you, also, to Jeff Ritter and the entire staff at the SATCC for your continued commitment to excellence and innovation. Together, we continue to build the best apprenticeship system we can. We continue to provide our province's apprentices, tradespeople and employers with exceptional service.

I look forward to continuing our efforts in 2019-20.

A Message from the CEO



I am pleased to present the 2018-19 annual report on behalf of the Saskatchewan Apprenticeship and Trade Certification Commission (SATCC).

In 2018-19, we continued working to achieve the goals laid out in our five-year (2017-22) Strategic Plan.

The commission's strategic goals are: satisfy industry demand for a skilled and certified workforce in Saskatchewan; deliver high-quality services relevant to industry and stakeholders; equip staff with the training and tools to provide outstanding service; and manage financial resources efficiently and effectively.

Put another way, at the SATCC we really perform four main roles: we train apprentices; certify apprentices and tradespeople; regulate the apprenticeship system of training; and promote apprenticeship.

We've experienced some major successes this past year.

We administered more than 2,800 exams in 2018-19, an increase of nearly 35 per cent from 2017-18. This demonstrates that, while the number of apprentices in the system has declined, the number of apprentices and tradespeople writing exams has increased. In particular, the number of trade qualifiers challenging the journeyperson certification exam continues to grow, suggesting our efforts to promote this certification pathway have been effective.

On the operational side, in addition to the almost \$20 million investment from the Government of Saskatchewan, we secured funding through Employment and Social Development Canada for both the creation of a new client-facing IT system, the Apprenticeship Management System (AMS); and for the expansion of the Saskatchewan Youth Apprenticeship (SYA) program.

The SYA program has grown significantly over the last year. At the end of 2017-18, there were more than 2,500 students enrolled. At the end of 2018-19, there were more than 3,300 students enrolled – an increase of 30 per cent. The SATCC also hosted its first-ever SYA Champion Conference in 2019 using this federal funding. Approximately 150 educators attended the event to learn more about the SYA program and how to effectively deliver it in their schools.

I'm also proud of our results as they relate to our people.

In 2019, we were named one of Saskatchewan's Top Employers by Mediacorp Canada Inc. Organizations who apply for this award are evaluated by the editors of Canada's Top Employers on: physical workplace; work and social atmosphere; health, financial and family benefits; vacation and time off; employee communications; performance management; training and skills development; and community involvement.

Our 2018 employee engagement survey results reflect the passion our staff members have for their work. In 2018, 81 per cent of staff members surveyed agreed or strongly agreed with the statement: "I find my job fulfilling and look forward to coming to work each day."

Moving forward, we will work with our Commission Board of Directors and stakeholders to continue strengthening the apprenticeship system in Saskatchewan.

In 2018-19, we investigated an incident of academic misconduct. In order to prevent instances like this from happening in the future, we plan to transition from paper exams to online exams with enhanced security mechanisms. We are also committed to working closely with our training providers to establish stronger practices related to program integrity, exam procedures and protocols.

In closing, thank you to all of the stakeholders who help us create an effective apprenticeship system.

The Commission Board provides essential strategic oversight. All of you work hard to ensure our apprentices receive the best services possible. Thank you to the Trade Board members who share your knowledge and expertise on training and examination requirements. I want to recognize our training providers for delivering excellent technical training to Saskatchewan's apprentices. Thank you to all of our SYA Champions for promoting apprenticeship and the skilled trades in your schools.

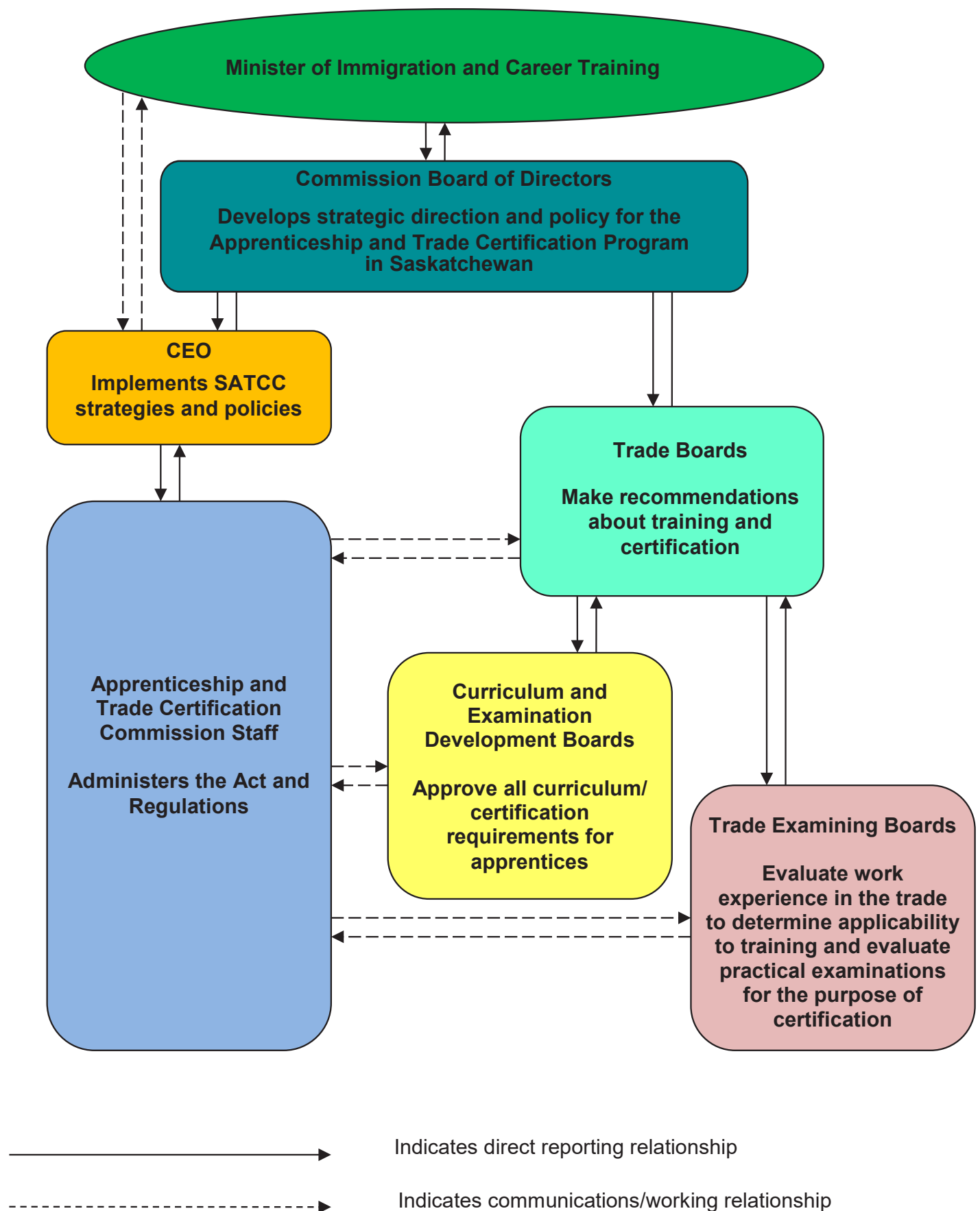
I also want to thank the employers who train apprentices on the job every day. There would be no apprenticeship system without the employers willing to hire and train apprentices.

Thank you to the Government of Saskatchewan for continuing to invest in our province's apprenticeship and certification system.

Of course, thank you to our staff members. Thank you for your enthusiasm, your dedication and your innovative ideas. You do an excellent job serving our province's employer and apprentices.

A handwritten signature in black ink, appearing to read "John Smith".

Governance



Alignment with Government's Direction

Introduction

This annual report for the Saskatchewan Apprenticeship and Trade Certification Commission (SATCC) presents the SATCC's results for the fiscal year ending June 30, 2019. It provides results of publicly committed strategies, actions and performance measures identified in the SATCC's 2018-19 Business Plan and the SATCC's 2017-22 Strategic Plan.

Alignment with Government's Direction

The SATCC's activities in 2018-19 aligned with Government's vision and four goals:

Saskatchewan's Vision

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

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

The SATCC sustains growth and opportunities for Saskatchewan people and meets the challenges of growth 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, the total number of apprentices in the system, the total number of technical training seats purchased and alternative training options offered to apprentices.

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 high school students, including students from underrepresented groups; and Aboriginal Apprenticeship Initiatives, which aim to make training more accessible to Indigenous people by

delivering training in or nearby 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 hired a Registered Psychologist to conduct psychoeducational assessments.

The SATCC has a role to play in delivering responsive and responsible government by regulating the apprenticeship system of training. 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 Commission 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 Commission 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 Act*. The SATCC has 72.4 full time

equivalent (FTE) positions and operates nine offices across Saskatchewan.

Apprenticeship and Certification

The 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 – usually once per year – apprentices are invited to attend technical training. Technical training, which typically lasts 6-10 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 each of the trades. Eight-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 journeyman certification, and – if it's a Red Seal trade – their Red Seal endorsement.

Apprenticeship isn't 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 five compulsory trades in Saskatchewan:

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

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; 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.

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 journeymen;
- Assess apprentice work experience and prior learning;
- Administrative support and facilitation of Commission and Trade Board activities;
- Develop and implement an annual technical training plan for registered apprentices;
- Develop and administer examinations;
- Administer journeyman 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; and
- Prudent management of financial and human resources.

Commission Board of Directors

A Commission 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. Eight Board members are nominated by the Minister Responsible for the SATCC 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 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, 2019)

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

- Jeff Sweet – Construction Sector Employee Representative

Commission Board Members

Agriculture, Tourism and Service Sector

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

Construction Sector

- Mike Berkes – Employer Representative
- Ian Knibbs – Employer Representative (December 13, 2018 to present)
- Dion Malakoff – Employee Representative
- 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
- Jessica Baldwin – Women in Trades
- Albert Loke – Northern Saskatchewan (July 1, 2018 to December 13, 2018)
- Brent Dubray – Northern Saskatchewan (December 13, 2018 to present)
- Darcy Smycniuk – Ministry of Immigration and Career Training
- Leonard Manitoken – First Nations
- Wayne Stadnyk – Persons with Disabilities
- Drew Tiefenbach – Saskatchewan Polytechnic
- Brett Vandale – Métis

Board Standing Committees (as of June 30, 2019)

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/>

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
- Bryan Leier
- Dion Malakoff
- Leonard Manitoken
- Wayne Worrall

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

Membership

- Brian Marshall

- Wayne Stadnyk
- 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 and any other matters delegated to it by the Board of Directors.

Membership

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

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

- Wayne Worrall, Chair
- Jessica Baldwin
- Ryan Cunningham
- Brian Marshall
- Jesse Tiefenbach

Board Ad Hoc Committees

Appeals Committee assists the Board to uphold the integrity of the Saskatchewan apprenticeship system through the adjudication of disputes regarding certain decisions made by SATCC employees. This committee makes decisions based on the principles of administrative justice.

Membership is appointed by the Board Chair as required.

Standards Committee (as at June 30, 2019) 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

- Mike Berkes
- Jessica Baldwin
- Aaron Laughlin

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

Membership

- All members of the Board

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:

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

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 Moose Jaw, Prince Albert, Regina and Saskatoon.

Other training providers include:

- 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;



- Prairie Arctic Trades Training Centre: Provides apprenticeship training for Scaffolder apprentices at their Regina and Saskatoon training facilities;
- 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;
- 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;
- 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;
- Western Trade Training Institute: Training for mobile crane operator trades.

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

- Northlands College; and
- Saskatchewan Indian Institute of Technologies (SIIT).

2018-19 Commission Board of Directors



**Front row, left to right: Drew Tiefenbach, Brian Marshall, Darcy Smycniuk, and Brett Vandale.
Middle row, left to right: Ian Knibbs, Wayne Stadnyk, Jeff Sweet and Jessica Baldwin,
Top row, left to right: Wayne Worrall, Ryan Cunningham, Jesse Tiefenbach, and Bryan Leier.**

Missing: Mike Berkes, Maria Chow, Aaron Laughlin, Leonard Manitoken, Dion Malakoff and Karen Zunti.

Management Discussion and Analysis

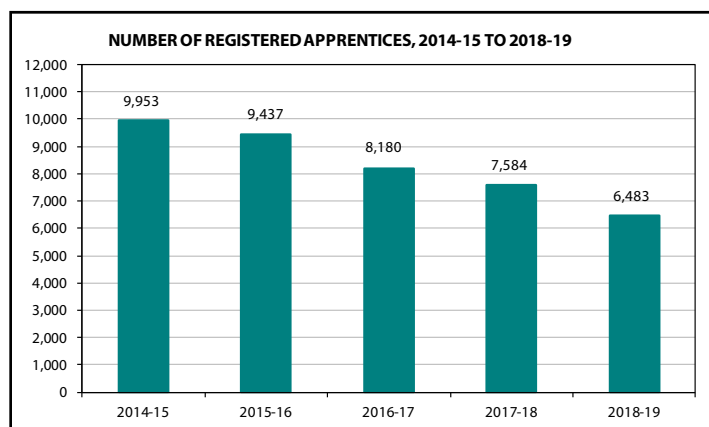
2018-19 Year in Review

Apprenticeship

The provincial apprenticeship system closely follows the economic and labour market cycles in Saskatchewan. The demand for apprenticeship has steadily declined over the past few years. The total number of registered apprentices declined from the peak of 10,352 in 2013-14 to 6,483 apprentices as of June 30, 2019.

Apprenticeship Statistics – July 1, 2018 to June 30, 2019

Newly Registered Apprentices	1,669
Completion of Apprenticeship Certificates	1,329
Journeyman Certificates	1,442
Registered Apprentices at June 30, 2019	6,483
Apprentices Services Provided to	10,922
Employers with Registered Apprentices	2,136
Apprentices receiving Technical Training	4,862
Technical Training Fill Rate	94.2%



Trade Qualifiers

Experienced tradespeople in non-compulsory trades can apply to challenge the journeyman 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 journeyman certificate that apprentices registered in Saskatchewan receive when

they successfully complete all of their apprenticeship requirements.

The apprenticeship pathway is the more common method for achieving journeyman certification. However, the SATCC continued to raise awareness of the trade qualifier path in 2018-19 through its communications and marketing efforts, including paid advertising.

This work has been successful at increasing the number of trade qualifiers even while the number of apprentices has declined. At the end of 2018-19, there were 1,241 trade qualifiers in the system – an increase of 36 per cent over 2017-18.

Programs

Aboriginal Apprenticeship Initiatives

Indigenous apprentices make up 17.4 per cent of the province's apprenticeship population. As of June 30, 2019, there were 6,483 apprentices registered in Saskatchewan. Of those apprentices, 1,131 identified as Indigenous.

According to data from the 2016 Census, 15.5 per cent of Saskatchewan's working-age population, aged 15-64, self-identify as Indigenous, which means the proportion of Indigenous people registered as apprentices is actually higher than the proportion of Indigenous people among the province's working-age population.

Indigenous Apprentice Statistics – July 1, 2018 to June 30, 2019

Registered Apprentices of Indigenous Ancestry	1,131
First Nations	745
Métis	386
% Indigenous of all Registered Apprentices	17.4%

To support the recruitment of Indigenous people into apprenticeship and the skilled trades, the SATCC administers and delivers the Aboriginal Apprenticeship Initiatives (AAI) program. This program funds initiatives that support Indigenous people interested in pursuing skilled trades careers. Projects include apprenticeship training and pre-employment trades training that is delivered within or nearby First Nations communities.

In 2018-19, \$413,182 was invested into seven projects. One of these initiatives, a partnership between Parkland College, the Yorkton Tribal Council and Cote First Nation, saw participants build a 350-square-foot tiny home at Cote First Nation.

Aboriginal Apprenticeship Initiative Statistics – July 1, 2018 to June 30, 2019

Aboriginal Apprenticeship Initiatives (AAI)	7
Total AAI Funding	\$440,456

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 journey person to completing at least one day of on-the-job work experience.

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.

In December, the SATCC received a commitment of nearly \$900,000 for the SYA program from Employment and Social Development Canada (ESDC). The project funding runs until October 2019. Funds have been invested in staff travel, enhanced advertising efforts and the delivery of the first-ever SYA Champion Conference, held at the Saskatoon Inn and Conference Centre in May. The conference welcomed approximately 150 educators, including Practical and Applied Arts teachers; Career and Work Exploration teachers; and principals who attended to learn more and share best practices relating to SYA.

The project's objective is to grow the program overall – both number of schools registered and number of students registered – and also to enhance the diversity of the participating students.

These additional staff and financial resources have resulted in significant growth for the program. At the end of 2017-18, 2,547 students were registered in SYA. By the end of 2018-19, 3,324 students were enrolled – an increase of just over 30 per cent.

Currently, 26 per cent of SYA participants self-identify as female. Approximately one in five (20 percent) SYA participants self-identify as Indigenous.

SYA Statistics – July 1, 2018 to June 30, 2019

Registered youth apprentices	3,324
Registered SYA high schools	314
\$1,000 scholarships presented to graduating Grade 12 SYA students	100
SYA graduates entering apprenticeship	142
SYA graduates achieving journey person status	98

Initiatives

Apprenticeship Management System (AMS)

The SATCC continued to work on a new, client-facing IT system. The AMS will provide SATCC clients with faster, more efficient service. In addition to Saskatchewan, the project involves Manitoba and the four Atlantic provinces. Saskatchewan joined the project in 2017-18.

The SATCC received \$1.25M from the Government of Saskatchewan in 2017-18 for the project. The SATCC received a funding commitment of \$1.27M from Employment and Social Development Canada (ESDC). ESDC provided approximately \$690K in 2018-19 with the remainder to be provided in 2019-20.

Amendments to Legislation

Amendments to *The Apprenticeship and Trade Certification Act, 1999* continued to move forward in 2018-19. *The Act* passed third reading and received royal assent in 2018-19.

The following substantive amendments will be contained within *The Act* once it's proclaimed:

- Provide the SATCC with the authority to implement the designation of occupations and sub-trades in Saskatchewan;
- Provide the SATCC with the authority to designate trades, sub-trades or occupations for "certification only" – meaning the SATCC would administer a certification process but not be required to develop or provide a corresponding training program; and
- Provide the SATCC with the authority to issue work cessation orders if, during on-site inspections of compulsory trades, there is no journey person present at the worksite.

The following "housekeeping" amendments will also be contained within *The Act* once it's proclaimed:

- Remove the SATCC's authority to designate sectors;
- Provide the SATCC with the authority to terminate joint training committees should the committees cease to exist; and
- Remove the SATCC's requirement to collect Social Insurance Numbers in records to be provided by employers during inspections.

Before *The Act* is proclaimed, *The Apprenticeship and Trade Certification Regulations, 2003* and *The Apprenticeship and Trade Certification Commission Regulations* will be reviewed and updated in 2019-20.

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 on the:

- 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 five trades of Phase Three across the country in the fall of 2018. Four of those trades are designated in Saskatchewan:

- Boilermaker (technical training offered in MB);
- Landscape Horticulturalist (technical training offered in AB);
- Sheet Metal Worker; and
- Sprinkler Fitter. (Technical Training offered in AB)

Changes to Level 2 technical training were implemented for the nine trades of Phase Two across the country in the fall of 2018. 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 3 technical training of the first eight trades of Phase One in the fall of 2018. Seven of these trades are designated in Saskatchewan:

- Carpenter;
- Ironworker (Structural/Ornamental);
- Metal Fabricator (Fitter);
- Mobile 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), have been developed for 20 designated trades and sub-trades.

In 2018-19, the SATCC worked to develop two new online course offerings:

- Landscape Horticulturalist apprenticeship technical training will be offered online through the University of Saskatchewan's Prairie Horticulture Certificate program, beginning in the fall of 2019. Previously, technical training for Saskatchewan apprentices in the trade was available only through Olds College located in Alberta. Apprentices will still gain on-the-job experience while working in the trade, and upon completion of their apprenticeship, will write the interprovincial journeyperson certification exam.
- The SATCC also worked with Saskatchewan Polytechnic to offer an upgrading course for apprentices in the Sheet Metal Worker trade, beginning in the fall of 2019. The online course, based on the latest Red Seal Occupational Standard, will be continuous intake.

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 predominately male trades – remains a priority for the SATCC.

Through its communications and marketing efforts, and through the Saskatchewan Youth Apprenticeship Program, the SATCC promotes women's involvement in the skilled trades. Female apprentices and tradespeople are featured in 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 predominately male trade. The SATCC also supports third-party events and programming that promote the skilled trades as rewarding careers for women.

At the end of 2018-19, approximately 10 per cent of Saskatchewan apprentices were female and five per cent of Saskatchewan apprentices were females registered in predominately male trades, which is consistent with the statistics across Canada. The Registered Apprenticeship Information System data for 2017, the most recent available year, indicates women represented 12 per cent of the apprentice population across Canada. Of the 3,324 high

school students registered in the Saskatchewan Youth Apprenticeship program, 852 students (or 26 per cent) were female – a potentially positive indicator for the future.

Annual Apprenticeship Awards

The Annual Apprenticeship Awards were held November 2, 2018 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 \$36,020 through ticket sales and corporate sponsorships for the event, the most money ever raised to help offset expenses.

Nearly 450 guests attended, making the 2018 Apprenticeship Awards one of the most well attended ceremonies since the event began in 2000.

To view the full list of winners, please see the backgrounder of the 2018 news release. <https://www.saskatchewan.ca/government/news-and-media/2018/november/02/journeypersons-celebrated>

Some of the awards delivered include:

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

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 predominantly 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 or journeypersons and selected by a committee of industry representatives, this award recognizes an exceptional apprenticeship training instructor.

Outstanding Employer Award: Nominated by apprentices, journeypersons or other staff members 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.

2018-19 Performance Results

Introduction

The SATCC Board of Directors developed the 2017-22 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 2018-19 Business Plan.

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.

Key operational initiatives, measures and targets are developed by SATCC Management to monitor progress towards achieving the strategies and goals. These are approved by the Board of Directors through the annual business planning process and form the basis for the performance management system contained in the Balanced Scorecard (BSC).

The overall progress made towards meeting the measures and targets in the BSC is reported through regular reporting to the SATCC Board of Directors during the year and the year end results in the section below as part of the Annual Report.

In order to measure progress, 30 measures were developed by management and the Board and included in the BSC. These measures are the same as in the 2017-18 BSC.

The targets for each performance measure were arrived at through a combination of methodologies and trend analysis of the latest information impacting the SATCC. The BSC is made up of two components:

- A set of performance measures; and
- A reference table which highlights each measure, the description and purpose, methodology and target explanation for the 2018-19 target. Please see Appendix G (Page 50) for this table.



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

Measures	2017-18 Actual	2018-19 Target	2018-19 Actual	% of 2018-19 Target	2018-19 Result
Apprentice Registrations	1,742	1,600	1,669	104.8%	Achieved
Total Apprentices	7,584	7,300	6,483	85.8%	Not Met
Trade Qualifiers	910	575	1,241	215.8%	Exceeded
Technical Training Seats	5,482	5,300	5,096	96.2%	Progressed
Alternate Technical Training Available (New)	10.4%	10.0%	10.3%	103.0%	Achieved
Blue Seal Certifications	39	25	30	120.0%	Exceeded
Employer Consultations	4,417	4,400	5,459	124.1%	Exceeded
Trade Board Meetings	161	130	139	106.9%	Exceeded
Journeyman Certificates Issued	1,566	1,500	1,442	96.1%	Progressed
Red Seal Exam Pass Rate	72%	75%	71%	94.7%	Progressed
Real Completion Rate (RCR)	64.8%	60%	57.8%	96.3%	Progressed
Total Employers	2,387	2,400	2,136	89.0%	Not Met
Indigenous Apprentices	1,275	1,200	1,131	94.3%	Progressed
Female Apprentices	782	750	673	89.7%	Not Met
Female Apprentices in Predominantly Male Trades (PMT)	383	375	331	88.3%	Not Met
Visible Minority Apprentices	324	300	291	97.0%	Progressed
Apprentices with Disabilities	486	475	423	89.1%	Not Met

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 SATCC provides services to apprentices, tradespeople and employers to meet industry demand for a skilled and certified workforce. The measures and targets in this strategy reflect the focus the SATCC brings to supporting this achievement. Five measures were exceeded, one achieved, six progressed to the target and five targets were not met.

Between July 2018 and June 2019, the SATCC registered 1,669 apprentices, achieving the target of 1,600 apprentices by 4.3 per cent. The slight increase in new registrations signals a potential stabilization of demand for apprenticeship.

The number of registered apprentices is an important measure to track because of the demand nature of the apprenticeship system although it is outside the control of the SATCC. The total number of apprentices registered with the SATCC was 6,483 as of June 30, 2019. This did not meet the target of 7,300 and is below the target by 11.2 per cent. The decrease is attributed to a higher number of apprentice contract cancellations due to not being able to obtain enough workplace hours to meet the minimum number of hours requirement, job loss or an inability to successfully complete the levels of required technical training.

The number of trade qualifiers engaged in the certification system is another key indication of industry demand for the system. In 2018-19 there were 1,241 trade qualifiers engaged in the certification system, exceeding the established target of 575 by 115.8 per cent.

Apprentices must attend and pass technical training (typically eight weeks), accumulate the required hours of on the job training and pass the certification exam to achieve journeyperson certification. The decline in apprentice registrations as well as those exiting the system, impacts the number of technical training seats required for apprentices. There were 5,096 technical training seats purchased, 3.8 per cent below the target. This decline is the result of a higher number of cancellations in 2018-19.

The SATCC puts resources towards enhancing alternative training options for apprentices and tradespeople and to keep training up to date and use new technologies and techniques. The SATCC tracks the number of alternative training seats available as a share of the total seats purchased. The 2018-19 results were 10.3 per cent, slightly above the 2018-19 target of 10.0 per cent.

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 four years. The target was exceeded by 20 per cent with 30 Blue Seal certificates awarded in 2018-19.

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 4,400 visits was exceeded by 24.1 per cent with the actual visits at 5,459.

During 2018-19, there were 139 meetings held with industry boards (exceeding the target of 130 by 6.9 per cent). This is due to harmonization efforts requiring more meetings to complete curriculum work to align harmonized sequencing for Phase 4 trades and update provincial products for the implementation of Phase 3 trades.

There were 1,442 journeyman certificates issued from July 1, 2018 to June 30, 2019. This is 3.9 per cent below the target of 1,500 certificates. It should be noted that, as the number of newly registered apprentices declines, so too will the number of journeyman certificates.

Success on the Red Seal exam is the final step in an apprentice achieving journeyman certification for most of the skilled trades in Saskatchewan. More than seven in ten (71 per cent) of Saskatchewan apprentices successfully wrote their Red Seal exam in 2018. This was slightly below the SATCC's target of 75 per cent (5.3 per cent).

The Real Completion Rate (RCR) 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 Journeyman 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 across all trades. The target set for each is an average of the previous five years of results. In 2018-19, the RCR for all trades is 57.8 per cent. This is 3.7 per cent below the target of 60 per cent.

The number of employers engaged in the apprenticeship system at June 30, 2019 was 2,136. This is below the target of 2,400 employers by 11.0 per cent. It should be noted this under-represents the number of employers engaged in the apprenticeship system.

Specifically, 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. Only the JTCs are included as an employer which results in an underestimate of the total number of employers engaged in the apprenticeship system.

The SATCC continues to support people from under-represented groups in becoming apprentices and contributing to the Saskatchewan labour market. There has been a decline in these numbers with the softening of demand for apprenticeships.

A total of 1,131 Indigenous apprentices (745 were First Nations and 386 were Métis) were registered at year end. Indigenous apprentices comprised 17.4 per cent of all apprentices. This total number falls below the target of 1,200 by 5.7 per cent.

There were a total of 673 female registered apprentices as of June 30, 2019. This did not meet the target of 750 (10.3 per cent below the target). Nearly half of female apprentices registered (331 or 49.2 per cent) were registered in predominantly male trades. The 331 female apprentices in predominantly male trades is 88.3 per cent of the 2018-19 target of 375.

There were 291 visible minority apprentices registered to the end of the year. This is 3.0 per cent below the 2018-19 target of 300. There were also 423 registered apprentices with disabilities. This is 10.9 per cent lower than the target of 475. The number of apprentices with disabilities includes those apprentices who self-identify as having a physical disability and apprentices assessed with a learning disability.

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

Measures	2017-18 Actual	2018-19 Target	2018-19 Actual	% of 2018-19 Target	2018-19 Result
Employer Satisfaction with Training+	92.0%	N/A*	N/A*	N/A*	No Report
Apprentice Satisfaction with Training+	90.0%	N/A*	N/A*	N/A*	No Report
Trade Levels Harmonized	15	17	17	100.0%	Achieved
Industry Response Time	98.9%	95%	99.9%	105.2%	Exceeded
Ratio Compliance	99.5%	95%	97.7%	102.8%	Achieved

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.

The SATCC exceeded one target and achieved two targets under this strategy. There was no report for two measures under this strategy in 2018-19.

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 17 trade levels harmonized in 2018-19.

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, 99.9 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 5.2 per cent.

The SATCC has mandated apprentice to journey person ratios within its regulations. This measure tracks how employers are complying with the ratios. The target is the year-to-date percentage of all in-compliance employers inspected by field staff. As of the end of June, 2019 97.7 per cent of onsite employers inspected were in compliance with the relevant ratio. This level exceeds the target of 95 per cent by 2.8 per cent. Employers who indenture apprentices are in compliance during the vast majority of initial site inspections.

There are no targets for Employer Satisfaction with Training and Apprentice Satisfaction with On-the-Job Training for 2018-19. The two measures are obtained every two years by conducting the Apprentice and Employer Satisfaction Surveys. The next surveys will be administered in October 2019 and results will be reported in 2019-20.

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

Measures	2017-18 Actual	2018-19 Target	2018-19 Actual	% of 2018-19 Target	2018-19 Result
Employer Satisfaction with SATCC Services+	94.0%	N/A	N/A	N/A	No Report
Apprentice Satisfaction with SATCC Services+	93.0%	N/A	N/A	N/A	No Report
Employee Engagement	85.0%	80%	81.0%	101.3%	Achieved

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.

The purpose of this strategy is to create organizational capacity at the SATCC in order to deliver high-quality client services while fostering employee engagement. Employees who like their work are critical to delivering high quality services to clients.

Management contracts with Insightrix to administer an annual Employee Satisfaction survey. In the last survey, completed in October 2018, 81 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 was 1.3 per cent above the 80 per cent target.

Management measures staff effectiveness with its clients through its bi-annual Apprentice and Employer Satisfaction surveys. Typically, the SATCC staff score high on these measures. However, there were no targets for Employer Satisfaction with SATCC Services and Apprentice Satisfaction with SATCC Services for 2018-19. The next Apprentice and Employer Satisfaction Surveys will be administered in October 2019 and results will be reported in 2019-20.

Strategy #4: Manage financial resources efficiently and effectively

Measures	2017-18 Actual	2018-19 Target	2018-19 Actual	% of 2018-19 Target	2018-19 Result
Share of Registered Apprentices in Technical Training	72.6%	72.0%	78.6%	109.2%	Exceeded
Technical Training Fill Ratio	96.9%	95.0%	94.2%	99.2%	Progressed
Sponsorship Revenue (New)	\$50.4K	\$50.0K	\$53.0K	106.0%	Exceeded
Administrative Cost Change (New)	-4.5%	10.8%	11.0%	98.1%	Progressed
Share of Non-Government Revenue (%)	19.3%	20.0%	24.8%	124.0%	Exceeded

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 SATCC closely manages its resources, both financial and non-financial, for all aspects of the apprenticeship system. In 2018-19, the targets for this strategy were exceeded on three measures and were just slightly below target on the other two measures.

Management maintained its practice of efficiently filling technical training seats this past year. The Technical Training Fill Ratio was 94.2 per cent, or 99.2 per cent, of the 95 per cent target, in 2018-19. Despite this solid performance, management has consciously let this measure decline over the past few years (e.g. this measure was 98% in 2016-17) as demand for apprenticeship training has decreased. This has been done by proceeding with classes that are not full rather than canceling them. The rationale is to support apprentices moving forward on their path to certification, particularly in low-volume trades and/or for higher level courses (e.g. Level 3 or Level 4).

The performance on the Technical Training Fill Ratio, combined with a declining number of apprentices within the system, has increased the Share of Registered Apprentices in Technical Training. The percentage of registered apprentices attending technical training in 2018-19 was 78.6 per cent. This was 9.2 per cent higher than the 72 per cent target for this year.

The actual increase in the Administrative Cost Change measure was 11.0 per cent in 2018-19 or 98.1 per cent of the target. This outcome occurred despite unbudgeted expenditures from the investigation into the Construction Electrician exam compromise at Sask. Polytechnic and the pilot program expansion of the Sask. Youth Apprenticeship (SYA) program. The SATCC received funding from Employment and Social Development Canada (ESDC) to expand the SYA program for a period crossing 2018-19 and 2019-20. The additional costs from this temporary expansion of the program were not included within the 2018-19 Budget.

The SATCC was also successful in its revenue generation efforts as it exceeded the targets on both of the related measures. There was \$53K in Sponsorship Revenue generated in 2018-19, which is 6.0 per cent above the \$50K target. Further, the SATCC's Share of Non-Government Revenue was just under 25 per cent (24.8%). This is 24 per cent above its 20.0 per cent target for the year.

2018-19 Financial Highlights

Summary

The SATCC posted a surplus of \$1.748M for the fiscal year ending June 30, 2019. This represents an increase of \$280K from 2017-18 (\$1.468M).

Total revenue increased by approximately 1.2 per cent from 2017-18. A significant increase in Other Revenues (approximately \$1.5M) was partially offset by a \$1.2M reduction in funding from the Government of Saskatchewan.

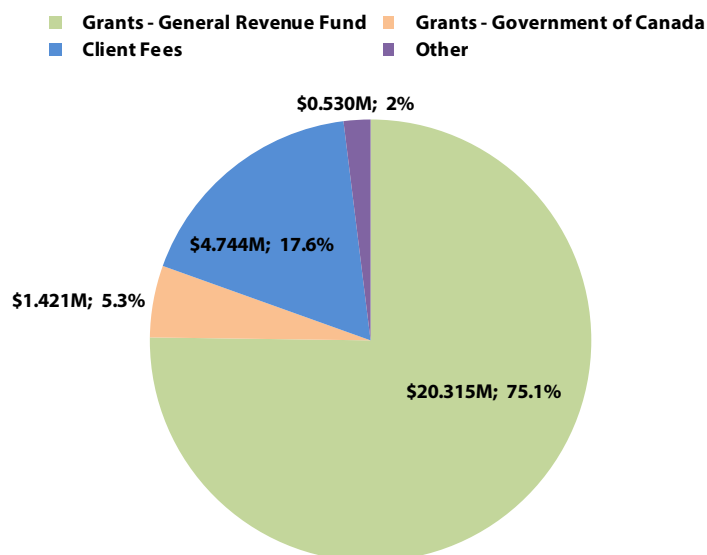
Total expenses increased slightly in 2018-19 (approximately \$34K or 0.1 per cent) compared to 2017-18. The modest increase in expenses is attributable to increased costs in Salaries and Personnel, Other Contractual Services and most other expense categories mostly offset by lower expenditures on technical training (i.e. Program Contractual Services).

The SATCC had an accumulated surplus of approximately \$5.363M as at June 30, 2019. This is compared to \$3.615M in 2017-18.

Total Revenues

Total revenue increased in 2018-19 by approximately \$314K, or 1.2 per cent, from \$26.696 million in 2017-18 to \$27.010 million for 2018-19. Grants from the Ministry of Immigration and Career Training (ICT) comprise approximately 75 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: 2018-19



Grant Revenue

The provincial grant received from the Ministry of Immigration and Career Training (ICT) decreased from \$21.534M in 2017-18 to \$20.315M in 2018-19. This is a decrease of \$1.219M or 5.7 per cent. The reduction in the grant is due to the receiving one-time funding of \$1.2M in 2017-18 for a new IT system. The money that was received is to support the SATCC's efforts in partnering with the apprenticeship authorities in the four Atlantic provinces, plus Manitoba, to develop the Apprenticeship Management System (AMS).

The SATCC budgeted \$633K in 2018-19 from Employment and Social Development Canada (ESDC) in funding support for the Apprenticeship Management System (AMS) project. ESDC provided an additional \$57K more than anticipated for the AMS due to timing differences between the federal government's fiscal year and the SATCC's fiscal year.

The SATCC was also successful in obtaining funding from ESDC to support its temporary expansion of the Sask. Youth Apprenticeship (SYA) pilot program. The SATCC received \$730K from ESDC for this project in 2018-19. None of the funding for the SYA expansion pilot program had been within the 2018-19 Budget as it was not known whether the SATCC would be successful in obtaining the funding.

The SATCC received approximately \$1.421M in funding from ESDC in 2018-19. This funding comprises the large majority of the approximate \$1.5M increase in Other Revenues in 2018-19.

Client Fees

The SATCC generated \$4.744M in fees for tuition and administrative services in 2018-19. This represents a decrease of approximately \$5K over the \$4.749M raised in Client Fees in 2017-18. The relative stability in Client Fees is mainly due to opposite trends on tuition and administrative fees.

The SATCC continued to experience softening demand for technical training in 2018-19. There were fewer training seats purchased this past year compared to the previous year (e.g. 5,096 seats in 2018-19 compared to 5,482 seats in 2017-18). The decline in training purchased led to an approximate \$160K decrease in tuition revenue.

An increase in administrative fee revenues, across the range of fees charged, mostly offset the decline in tuition revenue. In particular, revenues from registration, exam and upgrading course fees were up by approximately \$155K. These increases are primarily attributable to a substantial increase in the number of 'trade qualifiers' (i.e. tradespersons trying to certify as a journeyman but not through an apprenticeship) in the system. The number of trade qualifiers increased by approximately 36 per cent in 2018-19.

Other Revenues

Industry Contributions

The Saskatchewan Youth Apprenticeship (SYA) Industry Scholarship fund received \$17K in industry contributions and redeemed \$45K in scholarships to apprentices in 2018-19. The SATCC transferred the \$28K difference from the SYA Industry Scholarship fund and recognized it as revenue in 2018-19 to pay for the scholarship expense.

Products and Services

Revenue from Products and Services increased from \$290.6K in 2017-18 to \$374.5K in 2018-19. The increase was mainly due to increased funding for the Psycho-Educational Program and cash refunds of previous years expense.

Interest

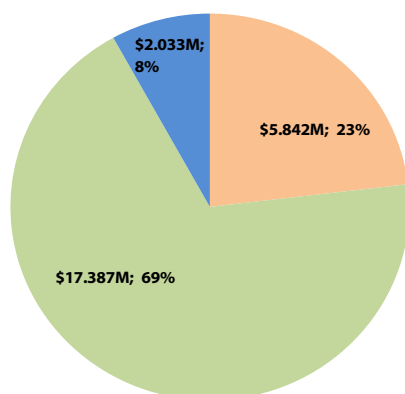
Revenue from interest payments was approximately \$110.2K in 2017-18, up from the \$57.8K earned in 2017-18. The increase is due to higher interest rates and larger overall monthly bank balances through the year.

Total Expenses

Total expenses were \$25.262M in 2018-19, which is approximately \$34K more than the \$25.229 million in 2017-18. Technical training costs comprise about 70 per cent (69%) of the SATCC's total expenses. Training support expenses represent slightly less than one-quarter of total expenses (23%) with the remainder, approximately eight 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: 2018-19

■ Training Support ■ Technical Training ■ Administration



Technical Support (Program Contractual Services)

The SATCC purchased \$17.387 million worth of training from its training providers in 2018-19. This is approximately \$955K less than the \$18.342 million worth of training purchased in 2017-18 or 5.2 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 5,096 seats in 2018-19 compared to 5,482 seats in 2017-18. This represents a decrease of 386 seats or 7.0 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 \$4.817M in 2018-19. This is \$225.7K, or 4.9 per cent, higher than the \$4.591M in 2017-18. The increase is primarily due to a return to a full staffing model for the SATCC to better support industry and its regulatory requirements.

Other Contractual Services

The SATCC spent approximately \$1.025M in 2018-19, which is approximately \$181K more than the \$844K spent in 2017-18 in this category. The increase is mainly due to additional expenses related to the investigation into the exam compromise at Sask. Polytechnic.

Administration

Board Expenses

Board expenses were approximately \$146K in 2018-19, down 1.3 per cent from \$148K in 2017-18. All of the various types of board expenses were reduced in 2018-19 but were partially offset by a new expense of paying Employment Insurance premiums on honorariums for board members. The SATCC paid approximately \$13K in premiums for 2018-19 and back payments for the past several years.

Travel

Travel increased 22.7 per cent from \$192K in 2017-18 to \$236K in 2018-19. The increase in expenditures is due to the 23.6 per cent increase in employer consultations (i.e. employer visits, worksite visits, etc.) by the SATCC's field consultant staff. These staff completed nearly 5,500 visits (5,459) in 2018-19 compared to approximately 4,400 visits (4,417) in 2017-18.

Telephone

Expenditures in this category increased from \$73K in 2017-18 to \$87K in 2018-19, an increase of 18.1 per cent. The

increase is due to having more staff for the AMS project and returning to a full staffing model for the regular operations of the SATCC.

Advertising, Promotion and Printing

The SATCC spent approximately \$617K in this category in 2018-19. This is about \$397K, or 180.2 per cent, higher than the \$220K spent in 2017-18. This large increase is due to the Sask. Youth Apprenticeship expansion pilot program in 2018-19. The SATCC developed new multimedia content as well as increased media placement around the apprenticeship system with particular emphasis at attracting under represented groups (e.g. females, Indigenous people and visible minorities) to the skilled trades as a first-choice career option.

Space Rental

Space rental costs increased from \$481K in 2017-18 to \$561K in 2018-19, an increase of \$80K or 16.6 per cent. This is due to the lease costs for the AMS project office at 2101 Scarth Street as well higher lease rates at its other locations.

Office Supplies

Costs for office supplies increased from \$68K in 2017-18 to \$82K in 2018-19, an increase of \$14K or 21.6 per cent. This is due to having more staff for the AMS project and returning to a full staffing model for the regular operations of the SATCC.

Postage, Courier and Freight

Expenditures in this category increased from \$117K in 2017-18 to \$129K in 2018-19, an increase of 10.0 per cent. The increase is due to higher courier costs.

Amortization

Amortization increased \$20K in 2017-18 to \$29K in 2018-19, which is a 45.8 per cent increase. The SATCC purchased \$56K in office furniture related to the AMS project office and the SATCC's boardroom. This new capital began the first-year of its five-year amortization schedule in 2018-19.

2018-19 Budget to Actual

The SATCC budgeted a surplus of \$436K in 2018-19 based on revenues of approximately \$26.059M and expenses of approximately \$25.623M (including amortization of approximately \$39K). The SATCC posted a surplus of approximately \$1.747M. The higher surplus is based on higher-than-budgeted revenues and lower-than-budgeted expenses.

At \$27.010M, revenues were approximately \$951K higher than budget. This is mainly due to the \$788K more in funding from Employment and Social Development Canada (ESDC) for the AMS project and the Saskatchewan Youth

Apprenticeship (SYA) expansion pilot program. Client Fees were \$82K above budget due to higher-than-anticipated administrative fees from an unanticipated increase in the number of tradespeople in the system.

Products and Services were \$51K higher than budgeted mainly due to accounts payable from 2017-18 being lower than estimated. The difference between the estimates and the actuals was booked under Products and Services in 2018-19. Interest was also higher than budget by \$60K due to higher interest rates and larger overall monthly bank balances.

At \$25.262 million, the SATCC's expenses were approximately \$361K less than budgeted. Technical training costs were approximately \$366K less than budgeted due to purchasing less training seats than expected. The SATCC budgeted purchasing 5,300 training seats but actually purchased just under 5,100 (5,096) seats.

Salary expenditures were also lower than budget by approximately \$168K. Despite a return to a full staffing model in 2018-19, salary expenditures were lower than budget from vacancies due to turnover of staff at various positions.

Management limited expenditures, relative to budget, on a number of expense categories such as Other Contractual Services, Board Expenses and Postage, Courier and Freight. Amortization was less than budgeted as capital spending was less than anticipated.

Advertising, Promotion and Printing had the largest increase in expenditures relative to budget in 2018-19. Management had budgeted \$380K for Advertising, Promotion and Printing but spent \$617K. This is \$237K, or 62.5 per cent, higher than budgeted. The increase is due to the Sask. Youth Apprenticeship expansion pilot program that was not within the 2018-19 Budget. There were also smaller increases relative to budget in several other categories like Telephone, Space Rental, Equipment Rental and Office Supplies expenses.

Overall, the increases relative to budget partially offset the decreases in other expense categories. This leads to the expenses being below budget.

2018-19 Accumulated Surplus

As of June 30, 2019, the SATCC had an accumulated surplus of approximately \$5.363M comprised of both financial and non-financial assets. This is higher than the accumulated surplus of \$3.615M as at June 30, 2018.

Net financial assets comprise approximately \$4.570M of the total accumulated surplus while non-financial assets are approximately \$793K as of June 30, 2019.

The SATCC's net financial assets are comprised of:

- Approximately \$48K in assets designated for the Aboriginal Apprenticeship Initiatives (AAI) fund;
- The SATCC received funding from Employment and Social Development Canada (ESDC) for Sask. Youth Apprenticeship (SYA) expansion pilot program. The pilot program is to operate over 2018-19 and 2019-20. The SATCC received approximately \$263K in funding from ESDC that was not spent in 2018-19 but will be spent in 2019-20. A restricted fund in this amount was created to preserve the money for its intended purpose. This fund will be wound down when the pilot program concludes in 2019-20;
- The SATCC has also received funding from ESDC and the Government of Saskatchewan for the Apprenticeship Management System (AMS). The SATCC created a restricted fund of \$1.024M in 2018-19 to pay for work on the AMS;
- 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 2018-19 is \$595K; and
- Undesignated financial assets of approximately \$2.641M.

The Saskatchewan Youth Apprenticeship (SYA) Industry Scholarship Program has more than enough financial assets to cover its expected future obligations. There is an approximate \$55K surplus in the SYA Industry Scholarship Program as of June 30, 2019. In previous years, when future obligations were greater than financial assets, management listed the difference as a designated asset within its accumulated surplus. The value listed for the SYA fund in the list of designated assets is \$0 since there are sufficient assets to cover the obligations.

2019-20 Budget Overview

The 2019-20 Budget projects a deficit of \$472K. This is because revenues are expected to decrease more than expenses in the coming year.

Total revenues are expected to decrease from \$27.010M in 2018-19 to \$25.471M in 2019-20. This is a decrease of \$1.539M and is a 5.7 per cent decline. The GRF grant will decrease by 1.2 per cent (\$251K) to \$20.064M in 2019-20.

The 2019-20 Budget assumes 4,850 technical training seats will be purchased, which is less than the 5,096 seats purchased in 2018-19. Client Fees are expected to decrease from \$4.745M in 2018-19 to \$4.348M in 2019-20 due to the anticipated decline in technical training seats purchased. There are no planned changes to tuition or administrative fee rates in 2019-20.

Other revenue sources are expected to decrease from approximately \$1.795M in 2018-19 to \$929K in 2019-20. This reduction is due to less funding from Employment and Social Development Canada (ESDC) for the AMS Project and the SYA expansion pilot program. Both of these funding streams continue this coming year but end after 2019-20.

Total expenses are budgeted at \$25.944M in 2019-20. This is an increase of approximately \$682K, or 2.6 per cent, compared to the \$25.262M in total expenses in 2017-18. There are three key expense areas that are expected to increase in 2019-20.

Salaries and Personnel are anticipated to increase from \$4.817M in 2018-19 to \$5.583M in 2019-20, or by 15.9 per cent for three reasons. The SYA expansion pilot program continues into 2019-20 which adds approximately \$150K. The addition of 2.5 FTEs to support the SATCC's new Program Integrity Strategy are expected to add another \$230K in salaries. The remainder of the difference is due to assuming full staffing (i.e. no vacancies) and inflationary increases for staff.

Other Contractual Services are expected to increase from \$1.025M in 2018-19 to \$1.267M in 2019-20 (\$242K or 23.6%). The increase is due to added legal/investigation costs related to the exam compromise in the Construction Electrician program at Sask. Polytechnic.

Advertising, Promotion and Printing is budgeted to increase from \$617K in 2018-19 to \$822K in 2019-20. This is an increase of \$205K or 33.2 per cent. This increase is caused by the continuation of the SYA expansion pilot program in 2019-20 (note: these costs are mostly offset by funding received from ESDC).

The continued softening of demand for technical training is expected to partially offset the above increases in expenses. Program Contractual Services is budgeted to decline to \$16.867M in 2019-20 from \$17.387M in 2018-19. This is a decrease in training costs of approximately \$520K of 3.0% per cent. Other expense categories are expected to either increase or decrease modestly.

Financial Results

Management Report
September 25, 2019

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

Opinion

We have audited the financial statements of the Saskatchewan Apprenticeship and Trade Certification Commission, which comprise the statement of financial position as at June 30, 2019, and the statements of operations, change in net financial assets, and cash flow for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Saskatchewan Apprenticeship and Trade Certification Commission as at June 30, 2019, and the results of its operations, change in its net financial assets, and its cash flow for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Saskatchewan Apprenticeship and Trade Certification Commission in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the information included in Saskatchewan Apprenticeship and Trade Certification Commission Annual Report for 2018-19, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or any knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in this auditor's report. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance 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.

In preparing the financial statements, management is responsible for assessing the Saskatchewan Apprenticeship and Trade Certification Commission's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Saskatchewan Apprenticeship and Trade Certification Commission or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Saskatchewan Apprenticeship and Trade Certification Commission's financial reporting process.



Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Saskatchewan Apprenticeship and Trade Certification Commission's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Saskatchewan Apprenticeship and Trade Certification Commission's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Saskatchewan Apprenticeship and Trade Certification Commission to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control identified during the audit.

Regina, Saskatchewan
September 25, 2019

Judy Ferguson, FCPA, FCA
Provincial Auditor
Office of the Provincial Auditor

Saskatchewan Apprenticeship and Trade Certification Commission
Statement of Financial Position
As at June 30, 2019

	<u>2019</u>	<u>2018</u>
Financial Assets		
Due from GRF (Note 3)	\$ 6,583,448	\$ 5,297,273
Accounts Receivable (Note 6)	271,906	267,846
	<u>6,855,354</u>	<u>5,565,119</u>
Liabilities		
Accounts Payable and Accrued Liabilities	550,068	386,996
Accrued Leave Liabilities	235,058	220,360
Deferred Revenue (Note 7)	850,845	794,280
Deferred Contributions (Note 8)	649,264	663,404
	<u>2,285,235</u>	<u>2,065,040</u>
Net Financial Assets (Note 10)	<u>4,570,119</u>	<u>3,500,079</u>
Non-Financial Assets		
Tangible Capital Assets (Schedule 1)	701,874	39,572
Inventory of Promotional Supplies	12,114	5,604
Prepaid Expenses	79,006	70,219
Total Non-Financial Assets	<u>792,994</u>	<u>115,395</u>
Accumulated Surplus (Statement 2)	<u>\$ 5,363,113</u>	<u>\$ 3,615,474</u>

(See accompanying notes to the financial statements)

Saskatchewan Apprenticeship and Trade Certification Commission
Statement of Operations
For the Year Ended June 30, 2019

	2019 Budget (Note 12)	2019 Actual	2018 Actual
Revenue			
Grants - General Revenue Fund	\$ 20,315,000	\$ 20,315,000	\$ 21,534,600
Grants - Government of Canada	633,287	1,420,640	-
Client Fees	4,662,773	4,744,565	4,749,360
SYA Contributions	74,600	45,000	64,000
Products and Services	323,400	374,517	290,611
Interest	50,000	110,187	57,778
Total Revenue	26,059,060	27,009,909	26,696,349
Expense			
Salaries and Personnel	4,985,430	4,817,029	4,591,332
Program Contractual Services	17,752,800	17,387,267	18,342,332
Other Contractual Services	1,079,799	1,025,315	844,292
Board Expenses (Note 11)	164,832	146,525	148,488
Travel	236,525	236,022	192,429
Telephone	81,154	86,656	73,401
Advertising, Promotion and Printing	379,500	616,763	220,138
Space Rental	542,780	561,138	481,084
Equipment Rental	37,774	40,333	34,312
Office Supplies	79,538	82,457	67,823
Postage, Courier and Freight	138,850	129,047	117,277
Other	105,447	104,065	95,448
Amortization	38,500	29,653	20,334
Total Expenses	25,622,929	25,262,270	25,228,690
Annual Surplus	436,131	1,747,639	1,467,659
Accumulated Surplus, Beginning of Year	3,615,474	3,615,474	2,147,815
Accumulated Surplus, End of Year (to Statement 1)	\$ 4,051,605	\$ 5,363,113	\$ 3,615,474

(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, 2019

	2019 Budget (Note 12)	2019 Actual	2018 Actual
Annual Surplus	\$ 436,131	\$ 1,747,639	\$ 1,467,659
Acquisition of Tangible Capital Assets	(2,282,705)	(691,955)	(5,194)
Amortization of Tangible Capital Assets	38,500	29,653	20,334
	<u>(2,244,205)</u>	<u>(662,302)</u>	<u>15,140</u>
Acquisition of Prepaid Expenses	-	(8,788)	(12,514)
Acquisition of Inventory of Promotional Supplies	-	(6,509)	(84)
	<u>-</u>	<u>(15,297)</u>	<u>(12,598)</u>
(Decrease)/Increase in Net Financial Assets	(1,808,074)	1,070,040	1,470,201
Net Financial Assets, Beginning of Year	3,500,079	3,500,079	2,029,878
Net Financial Assets, End of Year	<u>\$ 1,692,005</u>	<u>\$ 4,570,119</u>	<u>\$ 3,500,079</u>

(See accompanying notes to the financial statements)

Saskatchewan Apprenticeship and Trade Certification Commission
Statement of Cash Flow
For the Year Ended June 30, 2019

	2019	2018
Operating Activities:		
Cash Receipts from General Revenue Fund	\$ 20,299,400	\$ 21,534,600
Cash Receipts from Government of Canada	1,420,640	-
Cash Receipts from Clients	4,801,070	4,660,395
SYA Contributions Received	30,860	30,142
Receipts from Sales of Products and Services	386,797	232,115
Interest Received	110,187	57,778
Cash Paid to Employees	(4,823,388)	(4,575,734)
Cash Paid to Provide Program Services	(17,439,387)	(18,352,975)
Cash Paid to Suppliers	(2,808,049)	(2,153,837)
Cash Provided by Operating Activities	1,978,130	1,432,484
Capital Activities:		
Purchase of Tangible Capital Assets	(691,955)	(5,194)
Cash Used in Capital Activities	(691,955)	(5,194)
Increase in Cash	1,286,175	1,427,290
Due from GRF, Beginning of Year	5,297,273	3,869,983
Due from GRF, End of Year	\$ 6,583,448	\$ 5,297,273

(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. In 2018-19, the SATCC received funding from the Government of Canada for the Saskatchewan Youth Apprenticeship (SYA) project and the Apprenticeship Management System (AMS) project. 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 SYA Industry Scholarship Program. The Ministry of Advanced Education provided Saskatchewan Advantage Scholarship (SAS) funds for qualified apprentices up to June 2019 classes. 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, 2019

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	10 years or life of contract
Office Furniture	5 years
Leasehold Improvements	Life of Lease

f) 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.

g) Accounting Changes

In 2018-19, the SATCC adopted the following new standards:

- i) PS 3430 Restructuring Transactions. This Section establishes standards on how to account for and report restructuring transactions by both transferors and recipients of assets and/or liabilities, together with related program or operating responsibilities.

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.

h) Accounting Changes not yet in Effect

- i) PS 3400 Revenue. This Section establishes standards on how to account for and report on certain revenue. It will become effective April 1, 2022.

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, 2018 to June 30, 2019 was 1.657% (2018 - 1.061%).

Saskatchewan Apprenticeship and Trade Certification Commission
Notes to the Financial Statements
For the Year Ended June 30, 2019

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.

	2019	2018
Expenses		
Conexus Arts Centre (Sask. Centre of the Arts)	\$ 22,305	\$ -
Great Plains College	66,027	-
Ministry of Central Services	1,021,792	467,344
Parkland College	210,800	206,765
SaskTel	90,606	74,705
SaskPower	552,812	416,496
Saskatchewan Polytechnic	15,192,651	16,475,679
Southeast College	30,585	32,651
Tourism Saskatchewan	34,823	68,276
Western Trade Training Institute	163,077	115,321
Other Related Party Transactions	17,253	9,728
	\$ 17,402,731	\$ 17,866,965
Accounts Payable	\$ 94,813	\$ 176,626
Accounts Receivable	\$ 205,602	\$ 215,272

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

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.

Saskatchewan Apprenticeship and Trade Certification Commission
Notes to the Financial Statements
For the Year Ended June 30, 2019

6. Accounts Receivable

Accounts receivable are composed of the following:

	<u>2019</u>	<u>2018</u>
Interest Receivable	\$ 26,450	\$ 18,694
Client Fees Receivable	190,311	184,651
Other	<u>55,145</u>	<u>64,501</u>
Total Accounts Receivable	\$ <u>271,906</u>	\$ <u>267,846</u>

7. Deferred Revenue

Deferred Revenue of \$850,845 (2018- \$794,280) is comprised of tuition fees received from apprentices for training which will occur after June 30, 2019.

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 2018-19, the SATCC received funds from industry totaling \$17,000 (2018 - \$21,000) and paid out \$45,000 (2018- \$64,000). In 2018-19, \$13,860 was earned in interest (2018 - \$9,142).

9. Contractual Obligations, Contingent Liabilities and Contractual Rights

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 August 31, 2019), 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:

2019-20	\$394,884
2020-21	\$393,026
2021-22	\$313,460
2022-23	\$ 22,220

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

b) Outstanding Legal Claims

As at June 30, 2019, there were no outstanding legal claims against the SATCC.

c) Contractual Rights

In 2018-19, the SATCC entered into two funding agreements with the Government of Canada – Ministry of Employment and Social Development Canada (ESDC) for the SYA and AMS projects. The funding for SYA will increase awareness of apprenticeship and the skilled trades among youth and underrepresented group. The funding for AMS will improve

Saskatchewan Apprenticeship and Trade Certification Commission
Notes to the Financial Statements
For the Year Ended June 30, 2019

administration of the apprenticeship and trades certification in the province. In 2019-20, the SATCC expects to receive the balance of funding under these agreements of \$742,853 (\$166,490 for SYA and \$576,363 for AMS).

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:

	<u>2019</u>	<u>2018</u>
Financial Assets Designated for the Indigenous Apprenticeship Initiatives Program	\$ 47,611	\$ 69,115
Financial Assets Designated for SYA Federal Funding	263,028	-
Financial Assets Designated for AMS	1,023,700	-
Financial Assets Designated for Minimum Surplus	594,491	578,000
Undesignated Financial Assets	<u>2,641,289</u>	<u>2,852,964</u>
Total Net Financial Assets	\$ <u>4,570,119</u>	\$ <u>3,500,079</u>

As of June 30, 2019 financial assets designated for Saskatchewan Youth Apprenticeship Industry Scholarship Program carried an \$55,264 surplus over existing outstanding obligations.

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.

The Canada Revenue Agency (CRA) determined on January 17, 2018 that honorariums paid to its board members are "insurable" (i.e. the SATCC is required to remit premiums for Employment Insurance (EI) for board members paid honorariums). In 2018-19, Employment Insurance (EI) was calculated on all honorariums paid during 2014 to 2018, inclusive, for the Board Members (considered employees of the SATCC) as well as the SATCC (employer) and paid to the Receiver General for Canada. Any honorariums the SATCC processed after January 1, 2019, had the EI premiums calculated and deducted.

Saskatchewan Apprenticeship and Trade Certification Commission
Notes to the Financial Statements
For the Year Ended June 30, 2019

	<u>2019</u>	<u>2018</u>
Honorarium	\$ 50,020	\$ 57,109
Specialized Consulting	8,315	9,670
Board Training	1,800	2,170
Other Travel	2,726	3,060
Members Board/Commission Travel	70,484	76,479
El Expense on Honorariums	<u>13,180</u>	<u>-</u>
Total Board Expenses	\$ <u>146,525</u>	\$ <u>148,488</u>

12. Budget

The operating budget was approved by the SATCC Board on August 1, 2018.

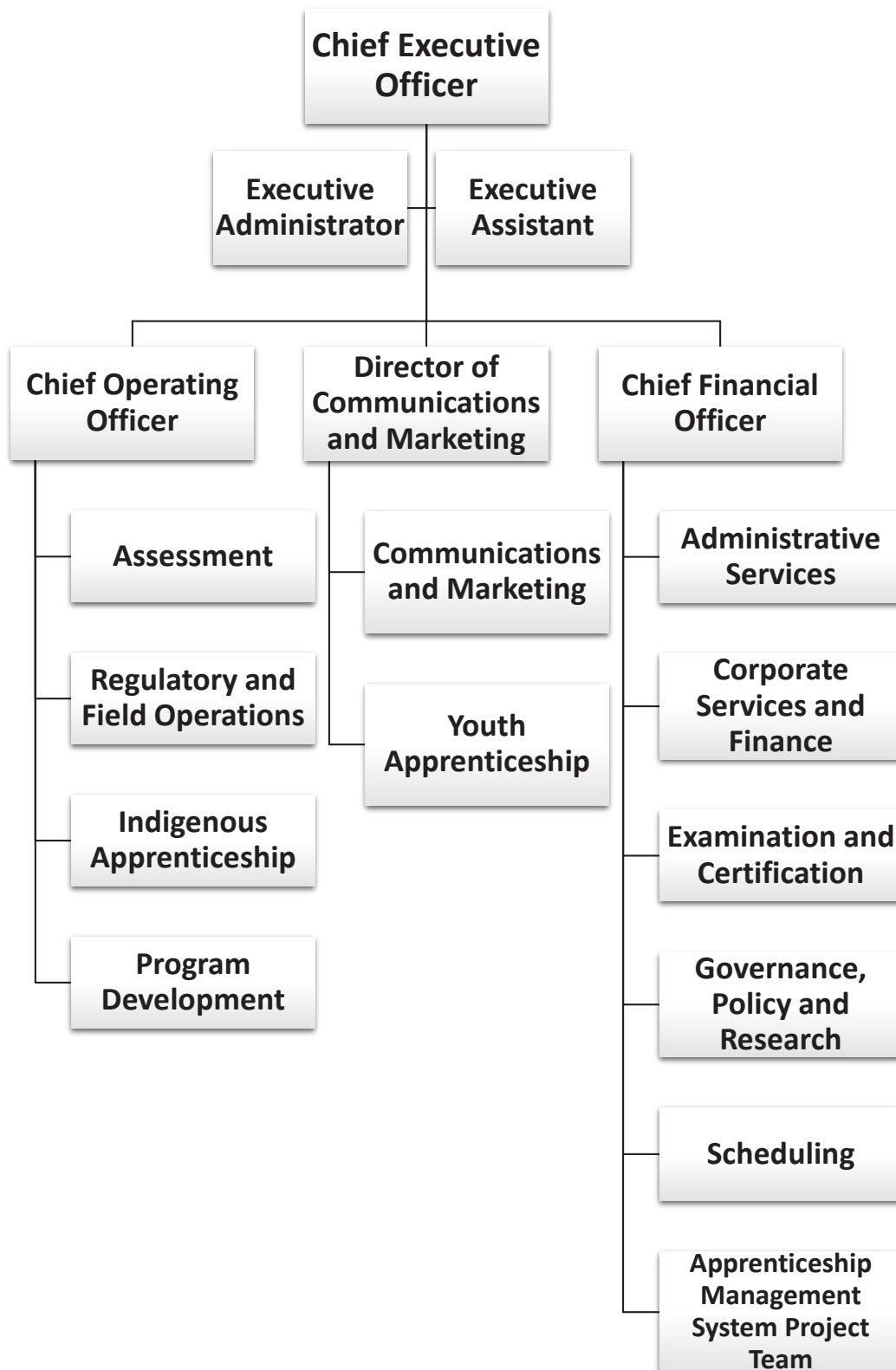
Saskatchewan Apprenticeship and Trade Certification Commission
Tangible Capital Assets
As at June 30

	2019							2018
	<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>Work In Progress</u>	<u>Total</u>
Balance at June 30, 2018	\$ 965,342	\$287,183	\$ 86,022	\$ 123,901	\$ 76,922	\$ 253,525	\$ -	\$1,787,701
Additions during the year	-	55,544	-	-	-	-	636,411	5,194
Disposals during the year	-	-	-	-	-	-	-	-
Balance at June 30, 2019	965,342	342,727	86,022	123,901	76,922	253,525	636,411	1,792,895
Opening accumulated amortization	965,342	267,129	66,504	123,901	76,922	253,525	-	1,732,989
Annual amortization cost	-	21,839	7,814	-	-	-	-	20,334
Amortization related to disposals	-	-	-	-	-	-	-	-
Closing accumulated amortization	965,342	288,968	74,318	123,901	76,922	253,525	-	1,753,323
Net book value of tangible capital assets	-	53,759	11,704	-	-	-	636,411-	\$ 39,572

There is \$636,411 in Work-In-Progress in 2018-19 for the AMS project. The SATCC expect this project to be completed during 2021-22.

Appendix A:

Organization Chart - June 30, 2019



Appendix B: Key Operational Factors

Key Operational Factors and Activities	July 1, 2018 to June 30, 2019	July 1, 2017 to June 30, 2018
Registered apprentices	6,483	7,584
Newly registered apprentices	1,669	1,742
Youth apprentices	3,324	2,547
Purchase of technical training seats	5,096	5,482
Technical training attendance*	4,862	5,362
Training allowance claims processed	1,976	5,072
Employer consultations	5,459	4,417
Work experience assessments administered	22,541	23,860
Psycho-educational assessments administered	129	67
Written examinations administered	3,157	2,823
Practical examinations administered	383	369
Journeyman certificates issued	1,442	1,566
Industry board/committee meetings held	139	161
Foreign trained worker consultations	355	122
Foreign trained worker assessment documents processed	1,532	2,051
Revenue generation (total non-grant revenue)	6,694,908	5,161,749
* 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 2014-15 to 2018-19					
Year	Newly Registered Apprentices	Journeyman Certificates Issued (includes both apprentices and trade qualifiers)	Completions	Cancellations	Total Registered Apprentices
2018-19	1,669	1,442	1,329	1,441	6,483
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, 2018 to June 30, 2019:

- Journeyman* - 1,442
- Proficiency* - 41
- Completion of Apprenticeship* - 1,329
- Learners* - 242
- Apprentice Year Cards (issued to each apprentice at the completion of a level of training) - 5,019

* 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 Under-represented Groups 2014-15 to 2018-19

Year	Total Number of Equity Members*	Total Women	Women in Predominantly Male Trades	Indigenous People	Visible Minorities	People with Disabilities
2018-19	2,187	673	331	1,131	291	423
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

* 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 predominantly male trades were double counted.

Saskatchewan Youth Apprenticeship Program Five-Year Overview 2014-15 to 2018-19

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
2018-19	314	3,324	556	142	522
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

Indigenous Apprenticeship Participation 2014-15 to 2018-19

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
2018-19	1,131	745	386	149	86	63
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

* Includes Inuit.

Indigenous individuals made up 17.4% of all registered apprentices in 2018-19.

Indigenous individuals were issued 10.3% of all journeyman certificates in 2018-19.



Appendix C: Registrations, Completions and Cancellations by Designated Trade 2018-19

Trade	Number of Apprentices June 30, 2018	Registrations	Cancellations	Completions	Number of Apprentices June 30, 2019
Agricultural Equipment Technician	286	72	31	56	271
Aircraft Maintenance Engineer Technician*					
Automotive Service Technician	379	98	51	79	347
Boilermaker	20	6	2	8	16
Bricklayer	37	3	13	8	19
Cabinetmaker	5	1	1	0	5
Carpenter	931	203	254	123	757
Sub-trade: Framer	0	0	0	0	0
Sub-trade: Scaffolder	210	28	66	21	151
Construction Craft Labourer	40	8	5	0	43
Construction Electrician	1,457	223	172	229	1,279
Cook	109	26	28	13	94
Electronics Assembler	1	0	0	1	0
Esthetician - Nail Technician	2	1	1	0	2
Esthetician - Skin Care Technician	10	4	0	0	14
Food and Beverage Person	25	10	0	4	31
Glazier	8	1	6	0	3
Guest Services Representative	17	6	1	5	17
Hairstylist	304	127	91	101	239
Heavy Duty Equipment Technician	282	92	39	62	273
Industrial Mechanic (Millwright)	389	100	45	88	356
Instrumentation and Control Technician	112	27	18	20	101
Insulator (Heat and Frost)	45	6	12	8	31
Ironworker (Reinforcing)	11	0	11	0	0
Ironworker (Structural/Ornamental)	98	10	16	16	76
Landscape Horticulturist	3	3	1	0	5
Lather (Interior Systems Mechanic)	12	0	7	0	5
Locksmith	2	2	0	0	4
Machinist	73	26	12	13	74
Meat Cutter	0	0	0	0	0
Endorsement: Processor	0	0	0	0	0
Endorsement: Slaughterer	0	0	0	0	0
Metal Fabricator (Fitter)	42	13	5	10	40
Mobile Crane Operator	71	8	16	12	51

Trade	Number of Apprentices June 30, 2018	Registrations	Cancellations	Completions	Number of Apprentices June 30, 2019
Sub-trade: Boom Truck Operator "A"	36	12	10	4	34
Sub-trade: Boom Truck Operator "B"	1	1	0	0	2
Motor Vehicle Body Repairer (Metal and Paint)	116	40	10	27	119
Sub-trade: Automotive Painter	2	1	1	0	2
Painter And Decorator	1	1	1	0	1
Partsperson	86	30	33	10	73
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	821	115	138	169	629
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	187	62	13	35	201
Recreation Vehicle Service Technician	2	0	1	0	1
Refrigeration and Air Conditioning Mechanic	122	33	17	22	116
Rig Technician	0	0	0	0	0
- Derrickhand (Level Two)	17	8	11	0	14
- Driller (Level Three)	27	6	17	4	12
- Motorhand (Level One)	37	10	16	0	31
Roofer	15	16	0	0	31
Sheet Metal Worker	250	17	50	20	197
Sprinkler Fitter	37	3	4	4	32
Steamfitter-Pipefitter	161	30	32	20	139
Sub-trade: Petroleum Installer Technician	0	6	0	0	6
Tilesetter	2	0	1	0	1
Tower Crane Operator	9	2	7	1	3
Truck and Transport Mechanic	211	56	25	47	195
Water Well Driller	0	0	0	0	0
Welder	463	116	150	89	340
Sub-trade: Semiautomatic Welding Production Operator	0	0	0	0	0
TOTAL	7,584	1,669	1,441	1,329	6,483

* 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 2018-19

Trade	Enrolment Levels				
	All Levels	First	Second	Third	Fourth
Agricultural Equipment Technician	217	58	38	62	59
Aircraft Maintenance Engineer Technician1	0	0	0	0	0
Automotive Service Technician	303	69	63	87	84
Boilermaker	0	0	0	0	0
Bricklayer	22	0	9	13	0
Cabinetmaker	0	0	0	0	0
Carpenter	585	129	108	173	175
- Framer	0	0	n/a	n/a	n/a
- Scaffolder	101	17	22	42	20
Construction Craft Labourer	6	6	0	n/a	n/a
Construction Electrician	989	182	221	267	319
Cook	35	15	10	10	n/a
Electronics Assembler	0	0	0	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**	9	9	n/a	n/a	n/a
Glazier	0	0	0	0	0
Guest Services Representative**	6	6	n/a	n/a	n/a
Hairstylist*	0	0	0	n/a	n/a
Heavy Duty Equipment Technician	190	34	49	24	83
Industrial Mechanic (Millwright)	283	36	69	83	95
Instrumentation and Control Technician	53	12	12	17	12
Insulator (Heat and Frost)	26	6	11	9	n/a
Ironworker (Reinforcing)	0	0	0	n/a	n/a
Ironworker (Structural/Ornamental)	48	8	18	22	n/a
Landscape Horticulturist	0	0	0	0	0
Lather (Interior Systems Mechanic)	0	0	0	0	n/a
Locksmith	0	0	0	0	n/a
Machinist	38	7	0	24	7
Meat Cutter	0	0	0	0	n/a
Metal Fabricator (Fitter)	29	7	12	10	n/a
Mobile Crane Operator	35	14	7	14	n/a
- Boom Truck Operator A	27	12	15	n/a	n/a
- Boom Truck Operator B	0	0	0	n/a	n/a

Trade		Enrolment Levels				
Motor Vehicle Body Repairer (Metal and Paint)		99	23	12	32	32
- Automotive Painter		0	0	0	n/a	n/a
Painter and Decorator		0	0	0	0	n/a
Partsperson		60	24	20	16	n/a
Pipeline Equipment Operator ²		0	0	0	n/a	n/a
Plumber		565	104	129	124	208
Pork Production Technician		0	0	0	n/a	n/a
Powerline Technician		205	66	47	31	61
Recreation Vehicle Service Technician		0	0	0	0	n/a
Refrigeration and Air Conditioning Mechanic		104	24	36	23	21
Rig Technician		15	5	7	3	n/a
Roofer		23	13	10	0	n/a
Sheet Metal Worker		131	22	33	31	45
Sprinkler Fitter		0	0	0	0	n/a
Steamfitter-Pipefitter		65	19	13	19	14
- Petroleum Installer Technician		0	0	0	0	n/a
Tiler		0	0	0	n/a	n/a
Tower Crane Operator		0	0	0	n/a	n/a
Truck and Transport Mechanic		180	24	48	60	48
Water Well Driller		0	0	0	n/a	n/a
Welder		212	36	74	102	n/a
- Semiautomatic Welding Production Operator		0				
TOTAL apprentices trained (including OOP+ and Upgraders)		4,802	987	1,093	1,298	1,283
TOTAL apprentices trained (including OOP, no Upgraders)		4,661				
TOTAL apprentices trained (including Upgraders, no OOP)		4,742	(SATCC-purchased training)			
TOTAL apprentices trained (no OOP, no Upgraders)		4,601				
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					
*	Technical training is completed prior to registration.					
**	Technical training is in partnership with Saskatchewan Tourism					
n/a	No applicable training for this trade/level					
+OOP	Apprentices who received technical training Out of Province.					

Appendix E:

Journeyperson Examinations 2018-19

Trade	Total Exams Written	Total Successful	Total Unsuccessful
Agricultural Equipment Technician	77	57	20
Aircraft Maintenance Engineer Technician*			
Automotive Service Technician	116	91	25
Boilermaker	12	12	0
Bricklayer	16	13	3
Cabinetmaker	2	2	0
Carpenter	260	129	131
Sub-trade: Framer	1	1	0
Sub-trade: Scaffolder	27	21	6
Construction Craft Labourer	9	6	3
Construction Electrician	444	230	214
Cook	64	20	44
Electronics Assembler	0	0	0
Esthetician - Nail Technician	7	1	6
Esthetician - Skin Care Technician	6	2	4
Food and Beverage Person	0	0	0
Glazier	2	1	1
Guest Services Representative	0	0	0
Hairstylist	170	120	50
Heavy Duty Equipment Technician	128	68	60
Industrial Mechanic (Millwright)	144	97	47
Instrumentation and Control Technician	36	20	16
Insulator (Heat and Frost)	12	9	3
Ironworker (Reinforcing)	0	0	0
Ironworker (Structural/Ornamental)	23	18	5
Landscape Horticulturist	1	0	1
Lather (Interior Systems Mechanic)	0	0	0
Locksmith	1	0	1
Machinist	23	9	14
Meat Cutter	1	1	0
Endorsement: Processor	0	0	0
Endorsement: Slaughterer	0	0	0
Metal Fabricator (Fitter)	16	13	3
Mobile Crane Operator	18	13	5
Sub-trade: Boom Truck Operator "A"	19	14	5
Sub-trade: Boom Truck Operator "B"	2	0	2

Trade	Total Exams Written	Total Successful	Total Unsuccessful
Motor Vehicle Body Repairer (Metal and Paint)	45	33	12
Sub-trade: Automotive Painter	4	1	3
Painter And Decorator	6	3	3
Partsperson	19	16	3
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
Plasterer	0	0	0
Plumber	280	174	106
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	56	44	12
Recreation Vehicle Service Technician	1	1	0
Refrigeration and Air Conditioning Mechanic	27	23	4
Rig Technician			
- Derrickhand (Level Two)	0	0	0
- Driller (Level Three)	8	7	1
- Motorhand (Level One)	0	0	0
Roofer	4	2	2
Sheet Metal Worker	51	26	25
Sprinkler Fitter	5	5	0
Steamfitter-Pipefitter	75	40	35
Sub-trade: Petroleum Installer Technician	0	0	0
Tilesetter	0	0	0
Tower Crane Operator	1	1	0
Truck and Transport Mechanic	79	57	22
Water Well Driller	1	0	1
Welder	170	99	71
Sub-trade: Semiautomatic Welding Production Operator	0	0	0
TOTAL	2,469	1,500	969
* Aircraft Maintenance Engineer Technicians are registered by Manitoba Apprenticeship, to comply with Transport Canada regulations.			
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
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	2018-19 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>It 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.	<p>12-13 to 13-14 (8.6)</p> <p>13-14 to 14-15 (1.5)</p> <p>14-15 to 15-16 (13.4)</p> <p>15-16 to 16-17 (23.9)</p> <p>16-17 to 17-18 (12.4)</p> <p>5 yr Avg. (11.9)</p> <p>The Finance unit forecasts a 2017-18 total number of 1,600, using YTD April numbers (1,351). Given a forecasted decline in the total number of apprentices, 1,600 will be the number of new registrations forecast for each year from 2018-19 to 2020-21.</p>
Total Apprentices Lead: Corporate Services and Apprenticeship	The total number of registered apprentices indicates the size of the SATCC client base requiring services.	<p>Due to the demand nature of the apprenticeship system, the total number of registered apprentices is outside the control of the SATCC.</p> <p>It is a key operational indicator and is an important variable to be considered in budgetary and technical training planning.</p>	The 5-year average of percentage increase or (decrease year) over year.	<p>12-13 to 13-14 3.3</p> <p>13-14 to 14-15 (3.9)</p> <p>14-15 to 15-16 (5.2)</p> <p>15-16 to 16-17 (13.3)</p> <p>16-17 to 17-18 (5.9)</p> <p>5 yr. avg. (5.0)</p> <p>The year end forecast for 2017-18 is 7,700 using YTD April numbers (7,721). There is a decline of 400 (5.2 percent) forecasted for 2018-19, for a total of 7,300.</p>

Measure	Description	Purpose	Methodology	2018-19 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 trades people 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. It 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, the "starting" calculated using historical data and trends over a 19-year period.</p>	<p>1. Any TQ registered during a certain month Minus</p> <p>2. Number of JCs issued to TQs between those same dates Minus</p> <p>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. (These monthly counts are distinct from the year-end counts that are explained in the next column.)</p> <p>4. Equals Current number of TQs in SATCC system for that month.</p>	<p>12-13 to 13-14 6.6</p> <p>13-14 to 14-15 11.5</p> <p>14-15 to 15-16 41.7</p> <p>15-16 to 16-17 20.7</p> <p>16-17 to 17-18 8.5</p> <p>5 yr. avg. Growth 17.8</p>	<p>The forecast for 2017-18 result is 875 trade qualifiers. Applying the most recent five-year averages (2012-13 to 2017-18) of the variables in the "Methodology" column, as well as the subtraction described below, the year-end total of TQs for 2018-19 is forecast to be 575.</p> <p>Any registered TQs who have last been in the system longer than five years will be subtracted from the total for the year. This rule will be applied for the first time in 2018-19; and it will apply to TQs registered at the end of 2012-13.</p> <p>The number of those certified in 2012-13 (1,258) or registered more than five years (185) will be subtracted from the number approved to the end of 2012-13 (1,850). This value (407) will be subtracted from the total number of TQs registered at the end of 2018-19.</p>

Measure	Description	Purpose	Methodology	2018-19 Target Explanation	
Technical Training Seats Lead: Corporate Services	Apprentices receive training on the job and by attending technical training. In order to achieve journeyperson certification an apprentice must attend technical training on an annual basis, as well as accumulating 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 5 years.	For 2017-18, the current seat forecast (May 2018) is 5,476 purchased. In 2018-19, this number will decrease by 3.2% to 5,300 seats purchased.	
Alternate Training Delivery Lead: Apprenticeship	The number of alternative training seats available in a given year. Alternate 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 and using new technologies and techniques.	The number of alternate training seats available in a year compared to the total number of training seats.	As of May 2018, 572 of 5,270 seats purchased in 2017-18 were intended for alternate delivery. This means that 10.9% of all purchased seats are in this category. Rounded to 10%, this proportion will be maintained for 2018-19.	
Blue Seal Certifications Lead: Apprenticeship and Corporate Services	Number of Blue Seal certificates earned by journeypersons The Blue Seal demonstrates a journeyperson has successfully achieved a reasonable level of business and management knowledge.	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 current and the previous three years (only have data for this time span) number of certificates awarded.	2014-15 25 2015-16 29 2016-17 25 2017-18 27 (as of April 2018) 4-year Avg. – 27 Target for 2018-19 is rounded to 25.	
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.	2013-14 4,354 2014-15 3,861 2015-16 4,445 2016-17 5,057 2017-18 4,200 (as of Apr. 18) 5 yr. avg. – 4,383 Rounded to 4,400 for 2018-19	

Measure	Description	Purpose	Methodology	2018-19 Target Explanation	
Trade Board Meetings	Each designated trade has a Trade Board with equal representation from employers and employees of that Trade. There are subject matter experts who participate on Trade Examining Boards and the Curriculum and Development Boards.	Trade boards provide a forum for trade-specific direction and general feedback to SATCC from industry partners.	All meetings of the Trade Boards, Trade Examining Boards and the Trade Examining Boards and the Curriculum and Development Boards are counted.	2013-14	127
Lead: Apprenticeship		SATCC staff support the Trade Boards and record minutes of all meetings; the number of meetings is reported.	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.	2014-15	153
				2015-16	128
				2016-17	136
				2017-18	130
				5 yr. avg. – 135 Rounded to 130	
		38 Trade Boards are currently active; and these oversee 41 trades. 7 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.			

Measure	Description	Purpose	Methodology	2018-19 Target Explanation	
Journey person Certificates Issued Lead: Apprenticeship and Corporate Services	The more journey person certificates (JPs) 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 trades 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 current forecast is for 1,640 JPs issued to the end of 2017-18 (based on April 2018 data averaging performance of past two years). However, current-year totals of lower-level apprentices are below those in their final year. This could have a negative impact on the issuance of journey person certificates in the next few years. Therefore; the forecast for 2018-19 is 1,500 JPs.	
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).	2013 80% 2014 80% 2015 80% 2016 76% 2017 73%	5 yr. avg. – 79%, rounded down to 75% because of the decrease in the most recent results.

Measure	Description	Purpose	Methodology	2018-19 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 the Alberta methodology 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 2 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. The completion rate for compulsory and non-compulsory trades is calculated on an annual basis (at year end) for information.</p>	2013-14	61.1
				2014-15	62.4
				2015-16	66.2
				2016-17	59.6
				2017-18	58.8
				(forecast as of Apr. 18)	
				5 yr. avg. – 61.6%	
				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.	
				For reasons explained in the next column, the RCR target for 2018-19 is set at 60.0%	
				The completion rate and averages for compulsory and non-compulsory groups are included below for information.	
				Compulsory trades	
				2012-13	73.7%
				2013-14	69.3%
				2014-15	69.0%
				2015-16	72.2%
				2016-17	64.8%
				5yr.avg.	69.8%
				Non-Compulsory Trades	
				2012-13	61.4%
				2013-14	57.5%
				2014-15	58.8%
				2015-16	62.4%
				2016-17	56.3%
				5 yr. avg.	59.3%

Measure	Description	Purpose	Methodology	2018-19 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 will be implemented in 2018-19. However, in the current economic context of slower growth, the target is reduced from the 5 year average.	2013-14 2,813 2014-15 2,788 2015-16 2,689 2016-17 2,544 2017-18 2,425 (forecast as of Apr. 18) 5 yr. avg. – 2,652 Rounded down to 2,400 given the current economic context.	
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.	2013-14 14.8 2014-15 13.9 2015-16 15.2 2016-17 16.1 2017-18 16.7 (forecast as of Apr. 18) 5 yr. avg. – 15.3 15.3% of 7,300 = 1,117 Rounded to 1,200	
Female Apprentices Lead: Apprenticeship	The number of female apprentices registered at year end.	Women are under-represented 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.	2013-14 9.0 2014-15 9.1 2015-16 9.3 2016-17 10.1 2017-18 10.4 (forecast as of Apr. 18) 5 yr. avg. – 9.6 9.6% of 7,300 = 701 Rounded to 750	

Measure	Description	Purpose	Methodology	2018-19 Target Explanation	
Female Apprentices in Predominantly Male Trades (PMT) Lead: Apprenticeship	The number of female apprentices registered in PMT at year end.	Women are under-represented in the SK apprenticeship system in PMT. This indicator will provide trend information.	The 5 year trend of the actual number of apprentices in this category.	2013-14 445 2014-15 454 2015-16 464 2016-17 417 2017-18 400 (forecast as of Apr. 18) 5 yr. avg. – 436 Target decreased to 375 based on 2017-18 forecast and an expectation of a decline in the number of apprentices from 2017-18 to 2018-19.	
Visible Minority Apprentices Lead: Apprenticeship	The number of visible minority apprentices registered at year end.	Visible minorities are under-represented 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.	2013-14 1.0 2014-15 2.8 2015-16 3.3 2016-17 3.7 2017-18 4.2 (forecast as of Apr. 18) 5 yr. avg. – 3.0 3.0% of 7,300 = 219 Target rounded to 300 based on 2017-18 forecast of 325 and an expectation of a decline in the number of apprentices from 2017-18 to 2018-19.	
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 475 based on forecast 2017-18 year end number.	

Measure	Description	Purpose	Methodology	2018-19 Target Explanation	
Employer 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 the fall of 2019.	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 86% 2010 82% 2013 81% 2015 87% 2017 92%	
				5 yr. avg. – 86% Rounded to 90%	
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 the fall of 2019.	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 91% 2010 84% 2013 88% 2015 89% 2017 90%	
				5 yr. avg. – 88% Rounded to 90%	

Measure	Description	Purpose	Methodology	2018-19 Target Explanation																
Trade Levels Harmonized Lead: Apprenticeship	The National Harmonization effort requires input from provincial and territorial (P/T) stakeholders to come to consensus re: Use of Red Seal Name Use of current National Occupational Analysis Hours (work/training) Levels Sequence of Curriculum	Industry boards (Trade Boards and Curriculum and Examination 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. 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.	The number of harmonized technical training levels implemented as of the beginning of the technical training year. 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.	<u>2018-19: 17 Levels Harmonized</u> Phase 1 Trades (Level 3) • Carpenter • Ironwork (Structural/ Ornamental) • Mobile Crane Operator • Welder • Metal Fabricator (Fitter) Phase 2 Trades (Level 2) • Automotive Service Technician • Agricultural Equipment Technician • Heavy Duty Equipment Technician • Truck and Transport Mechanic • Construction Electrician • Industrial Mechanic (Millwright) • Plumber • Steamfitter/Pipefitter Phase 3 Trades (Level 1) • Landscape Horticulturalist* • Boilermaker* • Sprinkler Fitter* • Sheet Metal Worker *These trades have out-of-province training																
Industry Response Time Lead: Apprenticeship	This measure tracks if the SATCC responds to 'industry issues' within the 30-day period mandated by its own policy.	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.	The measure tracks the share of 'green sheets' which are completed within the 30-day timeframe mandated as per SATCC policy.	<table><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>2016-17</td><td>100.0%</td></tr><tr><td>2017-18</td><td>98.7%</td></tr><tr><td colspan="2">(forecast as of Apr. 18)</td></tr><tr><td colspan="2">5 yr. avg. – 96.0%</td></tr><tr><td colspan="2">Rounded to 95%</td></tr></table>	2013-14	93.2%	2014-15	88.5%	2015-16	99.4%	2016-17	100.0%	2017-18	98.7%	(forecast as of Apr. 18)		5 yr. avg. – 96.0%		Rounded to 95%	
2013-14	93.2%																			
2014-15	88.5%																			
2015-16	99.4%																			
2016-17	100.0%																			
2017-18	98.7%																			
(forecast as of Apr. 18)																				
5 yr. avg. – 96.0%																				
Rounded to 95%																				

Measure	Description	Purpose	Methodology	2018-19 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.	This is a measure to see what percentage of employers are in compliance with regulated apprentice to journey person ratios.	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 99.0% 2017-18 99.0% (forecast as of Apr. 18)	The target is set at 95%, given that only two years' data exists and there has not yet been a formal process developed for the selection of work sites.
Employer Satisfaction with SATCC Services Lead: Apprenticeship and Corporate Services	The Employer Satisfaction survey was conducted in 2007, 2010, 2013, 2015 and 2017. The survey asked customer and service satisfaction questions from 2013 on.	To indicate employer satisfaction with SATCC service delivery.	The target is set using an average of the 2013 to 2017 results of the positive responses to 7 types of service SATCC provides to employers. 2013 91.2% 2015 94.2% 2017 94.7% Avg. 93.4%	There is no target set for 2018-19 as the survey is completed on a two-year cycle and won't be completed again until June of 2019.	
Apprentice Satisfaction with SATCC Services Lead: Apprenticeship and Corporate Services	The Apprentice Satisfaction survey was conducted in 2007, 2010, 2013, 2015 and 2017. The survey asked customer and service satisfaction questions from 2013 on.	To indicate apprentice satisfaction with SATCC service delivery.	The result is an average of the positive responses to 10 types of service SATCC provides to apprentices. 2013 91.4% 2015 91.2% 2017 93.7% Avg. 92.1%	There is no target set for 2018-19 as the survey is completed on a two-year cycle and won't be completed again until June of 2019.	
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 job satisfaction. The results are tabulated and shared with employees.	Measure SATCC staff satisfaction with their job.	The survey has been administered since 2012. 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."	2013 82% 2014 68% 2015 69% 2016 74% 2017 85% 5 yr. avg. 76% Target rounded to 80%.	

Measure	Description	Purpose	Methodology	2018-19 Target Explanation										
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 2016-17 divided by the projected number of registered apprentices on July 1, 2016 (5,300 seats divided by 7,300 apprentices = 72.6% rounded down to 72%)	Funding has been provided to provide seats to 70%+ total apprentices over the past several years, including 2018-19.										
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 budget used for purchasing technical training seats is used effectively.	<p>The fill rate is calculated using the number of technical training seats purchased being divided by the number of seats filled by apprentices.</p> <p>(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.)</p> <p>The target is set using management's judgement as to what the optimal target is based on past experience and current human resources.</p>	<p>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 95%; the optimal target in management's opinion.</p> <table><tr><td>2013-14</td><td>98.2%</td></tr><tr><td>2014-15</td><td>99.0%</td></tr><tr><td>2015-16</td><td>98.7%</td></tr><tr><td>2016-17</td><td>98.1%</td></tr><tr><td>2017-18</td><td>95.0%</td></tr></table> <p>(2017-18 value estimated on April numbers)</p> <p>5-yr Rolling Avg. 97.8% rounded down to 95%</p>	2013-14	98.2%	2014-15	99.0%	2015-16	98.7%	2016-17	98.1%	2017-18	95.0%
2013-14	98.2%													
2014-15	99.0%													
2015-16	98.7%													
2016-17	98.1%													
2017-18	95.0%													

Measure	Description	Purpose	Methodology	2018-19 Target Explanation
Administrative Cost Change Lead: Corporate Services	Measures annual change in administrative costs, including SATCC staff salaries, but excluding training expenses.	<p>The purpose of this measure is track management's efforts to control budgeted administrative expenses, not including amortization, to ensure the efficient operation of the organization.</p> <p>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.</p> <p>Amortization is excluded because it's a non-cash expense.</p>	<p>Target ACC = [(Current Year's Budget AE – Previous Year's Budget AE)/Previous Year's Budget AE] x 100</p> <p>Actual ACC = [(Current Year's Actual AE – Previous Year's Budget AE)/Previous Year's Budget AE] x 100</p> <p>Administrative Expenses (AE) = [Total Expenses – Training Expenses – Amortization]</p>	<p>Target ACC = [(2018-19 Budget AE – 2017-18 Budget AE)/2017-18 Budget AE] x 100</p> <p>ACC = [(\$7.832M – \$7.069M)/\$7.069M] x 100 = +10.8%</p> <p>2017-18 Budget AE = \$7.069M (= \$26.963M - \$19.866M - \$0.027M)</p> <p>2018-19 Budget AE = \$7.831M (= \$25.622M - \$17.753M - \$0.039M)</p>
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; and 3/4 of the budgeted cost for the Apprenticeship Awards Banquet.	<p>2017-18 Target = \$50K</p> <p>SYA Industry Scholarship 2015-16 = \$16,000 2016-17 = \$38,000 2017-18 = \$21,000* Average = \$25,000</p> <p>*May 2018 forecast</p> <p>Management has reduced its target for scholarships based on feedback from potential sponsors about the likelihood of participation.</p> <p>The 2018-19 Apprenticeship Awards has a \$40K budget. Goal is to raise \$30K to offset three-quarters of the cost of the awards banquet.</p>

Measure	Description	Purpose	Methodology	2018-19 Target Explanation
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 of Saskatchewan 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 = \$5.111M Calculation = \$5.744M - \$0.633M = \$5.111M Total Revenue = \$26.059M Calculation = \$26.059M - \$0.633M = \$25.426M Non-Gov't Revenue Share = (\$5.111M/\$26.059M) x 100 = 20.1% rounded to 20% *Note: the SATCC is anticipating receiving \$633K in 2018-19 from Employment and Social Development Canada (ESDC) in funding to support the new AMS IT system. This amount has been deducted off both Non-Gov't Revenue and Total Revenue because this is not Government of Saskatchewan money.

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 five compulsory apprenticeship trades in Saskatchewan: Electrician, Plumber, Refrigeration Mechanic, Sheet Metal Worker and Sprinkler Fitter.

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 596

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 102, 72 Smith Street East

Yorkton SK S3N 2Y4

