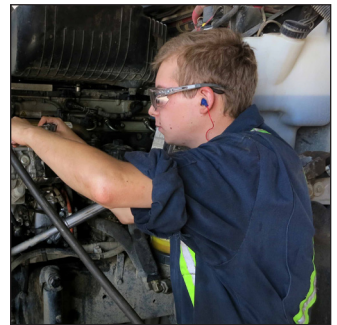


Saskatchewan Apprenticeship and Trade Certification Commission



Annual Report for 2019-20

Table of Contents

Letters of Transmittal	2
A Message from the Commission Board Chairperson	3
A Message from the CEO	4
Governance	5
Introduction	6
Commission Overview	6
Operational Activities	7
Board of Directors	8
Management Discussion and Analysis	10
2019-20 Year in Review	10
Programs	11
Initiatives	12
2019-20 Performance Results	15
2019-20 Financial Highlights	21
Financial Results	26
Appendix A: Organization Chart - June 30, 2020.....	40
Appendix B: Key Operational Factors.....	41
Appendix C: Registrations, Completions and Cancellations by Designated Trade 2019-20	43
Appendix D: Attendance in Apprenticeship Technical Training Courses by Trade and Stage of Training 2019-20	45
Appendix E: Journeyperson Examinations 2019-20	47
Appendix F: Saskatchewan's Designated Trades and Industry Sectors	49
Appendix G: Balanced Scorecard Reference Table.....	50
Appendix H: Definition of Terms Used in This Report	63
Appendix I: Saskatchewan Apprenticeship and Trade Certification Commission Offices	64

Letters of Transmittal

October 2020

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, 2020. The financial statements included in the report were prepared in accordance with *The Apprenticeship and Trade Certification Act, 2019*.

Respectfully submitted,



Jeremy Harrison
Minister of Immigration and Career Training

October 2020

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, 2019 to June 30, 2020.

Respectfully submitted,



Drew Tiefenbach
Commission Board Chairperson



Jeff Ritter
Chief Executive Officer

A Message from the Commission Board Chairperson



I am pleased to present the 2019-20 Annual Report on behalf of the Saskatchewan Apprenticeship and Trade Certification Commission (SATCC) Board of Directors.

The SATCC – like many organizations across Saskatchewan, Canada and around the world – experienced significant,

unexpected challenges in 2019-20 as a result of COVID-19.

I want to begin by thanking SATCC CEO Jeff Ritter, the senior management team and the entire SATCC staff for adapting to these challenging circumstances. The health and safety of apprentices, employers and SATCC staff remained the top priority as decisions were made during the early days of the pandemic, including transitioning staff to working from home; closing the physical SATCC offices to the public, and cancelling technical training and examinations.

By the end of June 2020, the SATCC was re-starting services, including examinations and psychoeducational assessments, and welcoming staff members back to the workplace. Again, I want to acknowledge the staff for their adaptability and commitment to serving our province's apprenticeship stakeholders during this time.

Decisions and work resulting from COVID-19 dominated the last quarter of 2019-20.

Still, the SATCC made progress on a number of initiatives.

In May, the Government of Saskatchewan proclaimed new apprenticeship and trade certification legislation, broadening the SATCC's designation and certification authority, and allowing the SATCC to more effectively manage its regulatory function. *The Apprenticeship and Trade Certification Act, 2019* (The Act) replaced *The Apprenticeship and Trade Certification Act, 1999*. *The Apprenticeship and Trade Certification Regulations, 2020* and *The Apprenticeship and Trade Certification Commission Regulations, 2020* were also amended to align with the changes in the new Act.

The three substantive changes in The Act give the SATCC the authority to: designate occupations and subtrades in Saskatchewan (in addition to trades); designate trades, subtrades or occupations for "certification only"; and issue stop work orders if, during on-site inspections of compulsory trades, there is no journeyperson present at the worksite. The SATCC is working to develop the necessary processes and procedures to ensure the successful implementation of these legislative changes.

As always, we saw long-serving Board members exit their roles and welcomed new faces.

We said good-bye to a few Board members this year: Maria Chow (Ministry of Education); Jessie Tiefenbach (Agriculture, Tourism and Service Sector Employer representative); and Brian Marshall (Production and Maintenance Sector Employer representative). Thank you for your expertise and service to the SATCC these past years.

I'd also like to welcome three new Board members: Dana Paidel (Construction Sector Employer representative); Alison Poelen (Agriculture, Tourism and Service Sector Employer representative); and Susan Nedelcov-Anderson (Ministry of Education). I look forward to working with all of you in the coming year.

As the SATCC continues to make decisions in the context of COVID-19 in 2020-21, we will strive to reach our vision: "The most skilled and representative workforce, industry trained and certified"; fulfill our mandate: "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" and live our values: industry focus; collaboration; responsiveness; equity; diversity; transparency; accountability; excellence and courage.

The SATCC will continue working to build one of the best apprenticeship and trade certification systems in the country.

A Message from the CEO



On behalf of the Saskatchewan Apprenticeship and Trade Certification Commission, I am pleased to present the 2019-20 Annual Report.

The unprecedented circumstances arising this past year due to the global COVID-19 pandemic profoundly affected the SATCC and

its operations. The last four months of the year presented enormous challenges that required significant and rapid change. The SATCC and its staff, I am proud to report, rose to those challenges while embodying our organizational values, including industry-focus, responsiveness, transparency and courage.

Early in 2020, we reviewed and updated the SATCC's Business Continuity Plan, strengthening the section considering a disruption caused by widespread illness. One of the first actions we took to ensure business continuity – in alignment with direction from the Government of Saskatchewan – was deploy staff to work from home. We strove to provide them with the right tools, training and communications, enabling them to stay connected and perform their jobs effectively.

To protect the safety of staff and apprentices, and to ensure compliance with public health orders, we cancelled spring apprenticeship technical training, including training already underway. This decision affected approximately 1,500 apprentices. In fewer than 30 days, SATCC staff had contacted all students by phone and refunded more than \$1M in tuition.

We served clients remotely during this time and prepared for the eventual re-start of services. By June, in alignment with the Government of Saskatchewan's Re-Open Saskatchewan plan, the SATCC announced the gradual re-start of apprenticeship services that had been paused due to COVID-19. Journeyman certification examinations and psychoeducational assessments were re-started the week of June 22. We also announced our plan to resume face-to-face counter services for clients later in the summer and technical training in the fall.

At this time, we also began facilitating the return of employees to our physical offices. While COVID-19 presented significant challenges toward the end of 2019-20, I don't want to lose sight of the progress we made and the positive results we observed throughout the year in other areas.

The monumental change COVID-19 required of us would not have been possible without an engaged workforce. This is why we invest in our staff – through training and employee communications – and strive to express our appreciation for everything they do. To ensure our workplace is safe and welcoming, we implemented Respect in the Workplace training for staff in 2019-20.

For the second year in a row, the SATCC was recognized by Mediacorp Canada Inc. as one of Saskatchewan's Top Employers in 2020.

Our 2019 Employee Engagement survey, administered by Inshtrix, further reflects the high level of engagement at the SATCC. Eighty per cent of employees agreed with the statement: "I find my work fulfilling and look forward to coming to work each day."

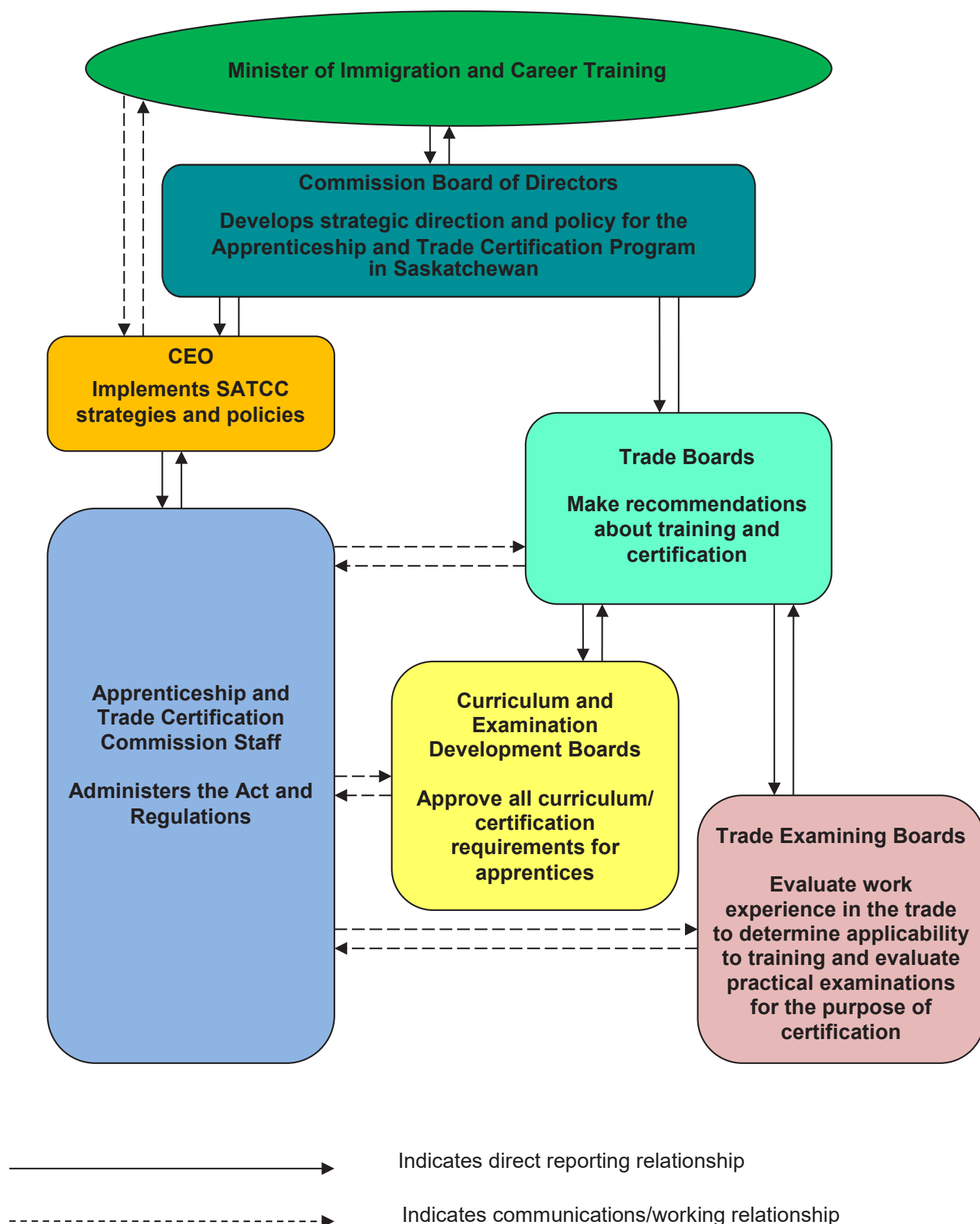
An engaged workplace provides outstanding service, exemplified by our 2019 Apprentice and Employer Satisfaction survey results. According to this survey, also administered by Inshtrix, apprentices and employers are incredibly satisfied with SATCC staff and services. Ninety-two per cent of apprentices surveyed agreed staff are friendly and courteous, and 89 per cent agreed staff are helpful and knowledgeable. Similarly, 96 per cent of employers agreed staff are friendly and courteous and 94 per cent agreed staff are helpful and knowledgeable.

These exceptional results would not be possible without our stakeholders. Thank you to the employers, apprentices, technical training providers and trade board members who support the apprenticeship and certification system.

Thank you to the Commission Board for your trust in SATCC staff as we navigated COVID-19. Thank you to the Government of Saskatchewan for your continued investment in our province's apprenticeship and certification system, and for your flexibility and guidance as we dealt with rapidly changing circumstances. I also want to thank SaskPower. SaskPower served as the training provider for our province's Powerline Technician apprentices since the trade was designated in 1975 and began transitioning out of that role this past year. Thank you for all you've done for apprenticeship and trade certification in Saskatchewan.

Thank you, of course, to our staff members. I witnessed an immense amount of collaboration, innovation and discretionary effort this past year. Thank you for always striving to provide Saskatchewan's employers and apprentices with excellent service.

Governance



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, 2020. It provides results of publicly committed strategies, key actions and performance measures identified in the SATCC's 2019-20 Business Plan and 2017-22 Strategic Plan. It also reflects progress toward commitments from the Government Direction for 2019-20 and the Saskatchewan Plan for Growth – Vision 2020 and Beyond.

The SATCC's work supports the Government of Saskatchewan's four goals: Sustaining growth and opportunities for Saskatchewan people; meeting the challenges of growth; securing a better quality of life for all Saskatchewan people; and delivering responsive and responsible government.

Commission Overview

Authority

The Apprenticeship and Trade Certification Act, 2019 (The Act) establishes the SATCC as a corporation and agent of the Crown, and authorizes it to manage the apprenticeship and trade certification system in Saskatchewan.

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

The SATCC reported to the Minister of Immigration and Career Training, who is responsible for the administration of The Act. The SATCC operates 10 offices across Saskatchewan.

Apprenticeship 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. Eighty-five per cent of apprenticeship training happens on the job, while the remaining 15 per cent takes place in a classroom.

Certify tradespeople and apprentices

While training providers deliver the level exams apprentices take at the end of each level of technical training, the SATCC administers the journeyman certification exams. Most of the exams the SATCC administers are journeyman exams for Red Seal trades, which means the exam is standardized across Canada, and the credential is recognized as the standard of excellence for that particular trade across the country. Once apprentices complete all of their required trade time hours and pass the certification exam, they receive their lifelong journeyman certification, and – if it'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, 2019*, *The Apprenticeship and Trade Certification Regulations, 2020*, and *The Apprenticeship and Trade Certification Commission Regulations, 2020*.

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 by directly engaging with employers and skilled workers during face-to-face worksite visits. The SATCC also promotes the apprenticeship system 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 Commission fulfilling its mandated and legislated responsibilities:

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

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);
- Colleges;
- Curriculum and Examination Development Boards;

- Employers;
- Employer associations;
- Gabriel Dumont Institute;
- Government of Saskatchewan;
- Indigenous organizations;
- Journeypersons and tradespeople;
- Office to Advance Women Apprentices;
- Regina and District Industry Education Council;
- Regina Trades and Skills Centre;
- Saskatchewan Indian Institute of Technologies;
- Saskatoon Industry Education Council;
- Saskatoon Trades and Skills Centre;
- Sector Councils;
- Skills Canada Saskatchewan;
- Trade Boards;
- Trade Examining Boards;
- Unions; and
- Women in Trades and Technology - Saskatchewan Polytechnic

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;
- Southeast College and Great Plains College: All Rig Technician apprentices take their apprenticeship training at Southeast College in Estevan or Great Plains College in Warman or Swift Current; and
- Western Trade Training Institute: Training for crane and hoist operating 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).

Board of Directors

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

A matrix of skills and representation helps ensure the 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, 2020

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

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

Commission Board Chairperson

- Drew Tiefenbach

Commission Board Vice-Chairperson

- Jeff Sweet

Commission Board Members

Agriculture, Tourism and Service Sector

- Jesse Tiefenbach – Employer Representative (July 1, 2019 to March 24, 2020)
- Alison Poelen – Employer Representative (March 25, 2020 to present)
- Karen Zunti – Employee Representative

Construction Sector

- Mike Berkes – Employer Representative
- Ian Knibbs – Employer Representative
- Dion Malakoff – Employee Representative
- Jeff Sweet – Employee Representative
- Drew Tiefenbach – Employer Representative (July 1, 2019 to March 24, 2020)
- Dana Paidel – Employer Representative (March 25, 2020 to present)
- 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 (July 1, 2019 to March 24, 2020)
- Lawrence Berthelet – Employer Representative (March 25, 2020 to April 9, 2020)
- Vacant – Employer Representative (April 9, 2020 to present)

Other Stakeholder Groups

- Maria Chow – Ministry of Education (July 1, 2019 to March 24, 2020)
- Susan Nedelcov-Anderson – Ministry of Education (March 25, 2020 to present)
- Jessica Baldwin – Women in Trades
- Brent Dubray – Northern Saskatchewan
- Darcy Smycniuk – Ministry of Immigration and Career Training
- Leonard Manitoken – First Nations
- Wayne Stadnyk – Persons with Disabilities
- Drew Tiefenbach – Saskatchewan Polytechnic (March 25, 2020 to present)
- Brett Vandale – Métis

The Commission Board has adopted the following standing and ad hoc committee structure to facilitate the work of the Board. 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 Committee and the Terms of Reference, please visit the SATCC website at <http://saskapprenticeship.ca/about-us/committees/>

Board Standing Committees (as of June 30, 2020)

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 (July 1, 2019 to March 24, 2020), Chair
- Wayne Stadnyk
- Jeff Sweet
- Jesse Tiefenbach (July 1, 2019 to March 24, 2020)
- 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 (July 1, 2019 to March 24, 2020)
- Jeff Sweet
- Brett Vandale
- Ian Knibbs

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

- Ian Knibbs, Chair
- Jessica Baldwin
- Ryan Cunningham
- Wayne Worrall
- Brian Marshall (July 1, 2019 to March 24, 2020)
- Jesse Tiefenbach (July 1, 2019 to March 24, 2020)

Current 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 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

Management Discussion and Analysis

2019-20 Year in Review

COVID-19

In 2019-20, the SATCC faced unexpected challenges beginning in March 2020 and lasting until year end due to the global pandemic, COVID-19.

The vast majority of SATCC staff members (95%) were deployed to work from home, in order to maintain business continuity and comply with direction from the Government of Saskatchewan and Chief Medical Health Officer.

The SATCC's physical offices were closed to the public and services were provided remotely.

Staff members were required to adapt quickly to new tools and software, such as headsets, webcams and Microsoft Teams, and change "hard copy" processes and procedures to virtual ones.

To ensure the continued safety of SATCC staff members and clients, the SATCC cancelled examinations, psychoeducational assessments and spring apprenticeship technical training.

The cancellation of apprenticeship technical training affected approximately 1,600 apprentices. In fewer than 30 days, SATCC staff members contacted all apprentices by phone and refunded \$1.1M in tuition.

By the end of the year, the SATCC had developed plans to gradually return staff members to the physical workplace and re-start services impacted by COVID-19.

Staff members began returning to the workplace in June.

The SATCC also announced the resumption of examinations and psychoeducational assessments in June, and the intent to re-open offices to the public later in the summer and resume technical training – largely via a hybrid training model – in the fall.

Key Apprenticeship Statistics

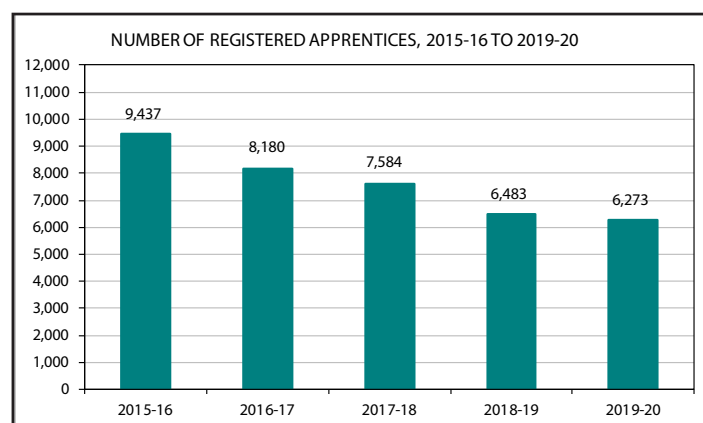
The provincial apprenticeship system closely follows the economic and labour market cycles in Saskatchewan. The demand for apprenticeship has steadily declined over the past few years. The total number of registered apprentices declined from the peak of 10,352 in 2013-14 to 6,273 as of June 30, 2020. The total number of apprentices registered has stabilized in recent years. The total number of apprentices is down three per cent from 2018-19.

The SATCC placed a moratorium on apprenticeship cancellations until December 31, 2020 in order to avoid negatively impacting apprentices impacted by the pandemic.

COVID-19 also affected new apprentice registrations in the latter part of 2019-20. New apprentice registrations were down nine per cent from 2018-19.

APPRENTICESHIP STATISTICS JULY 1, 2019 TO JUNE 30, 2020

Variables	Total
Newly Registered Apprentices	1,527
Completion of Apprenticeship Certificates	898
Journeyman Certificates	805
Registered Apprentices at June 30, 2020	6,273
Apprentices Services Provided to	9,502
Employers with Registered Apprentices	2,086
Apprentices receiving Technical Training	3,402
Technical Training Fill Rate	75.3%



Training Provider Transition

Early in 2020, the SATCC and Southeast College announced the transition of apprenticeship technical training for the Powerline Technician trade from SaskPower to Southeast College.

Southeast College was selected as the new training provider through a Request for Proposal (RFP) process.

Initially, SaskPower planned to train apprentices until June 2020, with Southeast College taking over training (at the same facility in Weyburn) in the fall.

However, due to the disruption in training triggered by COVID-19, SaskPower agreed to resume training Powerline Technician apprentices in the fall of 2020, with Southeast College taking over in January 2021.

Innovation in Training

In the spring of 2020, COVID-19 required the SATCC to work toward alternative technical training options for the majority of trades in preparation for the fall of 2020. A hybrid training model helps ensure the safety of technical training provider staff and apprentices by reducing the number of people on campus at any one time.

Staff members worked with technical training providers to prepare for a hybrid delivery model for trades that are normally delivered face-to-face. With a hybrid model, apprentices complete the theoretical portions of training online at home and the practical components on campus in a shop setting. Some face-to-face training is required for many designated trades due to their hands-on nature. Apprentices require experience and time with the various tools and equipment used in the trade under the supervision of an instructor.

Before COVID-19 arrived in Saskatchewan, alternative training options, including online and hybrid, had already been developed for 20 designated trades and sub-trades. These courses were impacted minimally by the pandemic.

In the fall of 2019, the SATCC began delivering two new online course offerings: Landscape Horticulturist apprenticeship technical training and a Sheet Metal Worker upgrading course.

Landscape Horticulturist training is delivered through the University of Saskatchewan's Prairie Horticulture Certificate program. (Previously, training for Saskatchewan apprentices was available only through Olds College in Alberta).

A continuous intake Sheet Metal Worker upgrading course, developed with Saskatchewan Polytechnic, also began online delivery in the fall of 2019.

Trade Qualifiers

Experienced tradespeople in non-compulsory trades can apply to challenge the journeyperson certification exam as trade qualifiers. Tradespeople who have obtained credentials outside of Canada in trades that are compulsory in Saskatchewan may be eligible to challenge the certification exam upon assessment. If they qualify and pass the exam, they receive the same journeyperson certificate that apprentices registered in Saskatchewan receive when they successfully complete all of their apprenticeship requirements.

The apprenticeship pathway is the more common method for achieving journeyperson certification. However, the SATCC continued to raise awareness of the trade qualifier

path in 2019-20 through its communications and marketing efforts, including paid advertising.

In 2019-20, there were 630 trade qualifiers in the system, a decline of 49 per cent from 2018-19. The decline is largely attributable to a data measurement error that was discovered and corrected in 2019-20.

Programs

Indigenous Apprenticeship Initiatives

Indigenous apprentices represent a share of total apprentices that is higher than their share of total population; Indigenous apprentices make up 17.7 per cent of the province's apprenticeship population.

As of June 30, 2020, there were 6,273 apprentices registered in Saskatchewan. Of those apprentices, 1,110 identified as Indigenous.

According to data from the 2016 Census, 15.5 per cent of Saskatchewan's working-age population, aged 15-64, self-identifies 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, 2019 TO JUNE 30, 2020

Variables	Total
Registered Apprentices of Indigenous Ancestry	1,110
First Nations	719
Métis	391
% Indigenous Apprentices of all Registered Apprentices	17.7%

To support the recruitment of Indigenous people into apprenticeship and the skilled trades, the SATCC administers and delivers the Indigenous Apprenticeship Initiatives (IAI) 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 2019-20, \$275,793 was invested into six projects.

This is less than the \$494,467 that was approved to be invested since two of the projects were postponed due to COVID-19. One initiative is scheduled to resume in August 2020 and the other, a tiny house project partnership between Ocean Man First Nation, Parkland College and Yorkton Tribal Council, is scheduled to resume in 2020-21.

INDIGENOUS APPRENTICESHIP INITIATIVES JULY 1, 2019 TO JUNE 30, 2020

Variables	Total
Indigenous Apprenticeship Initiatives (IAI)	6
IAI Project Expenditures	\$275,793

Saskatchewan Youth Apprenticeship

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

SYA exposes students to opportunities in the skilled trades by requiring them to complete a series of activities aimed at raising their awareness of the skilled trades – everything from attending a career fair to interviewing a journeyman 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 2019-20, the SYA program continued to experience significant growth – largely as a result of a funding commitment of nearly \$900,000 for the SYA program from Employment and Social Development Canada (ESDC) in 2018-19.

With that federal funding, from July until October 2019, the SATCC ran a comprehensive marketing campaign, promoting the SYA program via cinema, TV, online, social media, captive audience, bus and billboard advertisements.

The digital campaign (online and social media) generated 9.5 million impressions and nearly 600,000 video views.

Cinema ads delivered an estimated 375,000 impressions. Captive audience ads delivered an estimated 400,000 impressions, outdoor and transit ads delivered an estimated 11 million impressions and TV ads delivered an estimated 1 million impressions.

The federal funding aimed 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.

The additional resources resulted in significant program growth. Federal funding wrapped up in October 2019.

At the end of 2019-20, 4,187 students were registered in SYA – an increase of 26 per cent over 2018-19. (At the end of 2018-19, 3,324 students were registered.)

At the end of the year, 26 per cent of SYA participants were female and 22 per cent of SYA participants self-identified as

Indigenous.

SYA program growth slowed toward the end of 2019-20 due to COVID-19. Schools closed in March and the SYA team did not complete any in-person school visits or presentations during this time. The SYA team continued to serve educators remotely, however, and some virtual presentations were coordinated and delivered.

SYA STATISTICS - JULY 1, 2019 TO JUNE 30, 2020

Variables	Total
Registered youth apprentices	4,187
Registered SYA high schools	317
\$1,000 scholarships presented to graduating Grade 12 SYA students	100
SYA graduates entering apprenticeship	114
SYA graduates achieving journeyman status	88

Initiatives

New IT System

The SATCC was involved in the Apprenticeship Management System (AMS), a joint initiative between the apprenticeship authorities in Manitoba and the four Atlantic provinces. The SATCC exited AMS in 2019-20 due to project delays and cost overruns.

The SATCC conducted its own Negotiated Request for Proposal process in 2019-20 to select a vendor to work on the development of a new, client-facing IT system built specifically for the SATCC. The contract will be awarded and work will begin in 2020-21.

New Apprenticeship Act Proclaimed

The Government of Saskatchewan proclaimed new apprenticeship and trade certification legislation in 2019-20, broadening the SATCC's designation and certification authority, and allowing the SATCC to more effectively manage its regulatory function.

The Apprenticeship and Trade Certification Act, 2019 (The Act) replaces *The Apprenticeship and Trade Certification Act, 1999*. *The Apprenticeship and Trade Certification Regulations, 2020* and *The Apprenticeship and Trade Certification Commission Regulations, 2020* have been amended to align with the changes in the new Act.

The three substantive changes in The Act give the SATCC the authority to:

- Designate occupations and subtrades in Saskatchewan (in addition to trades);
- Designate trades, subtrades or occupations for "certification only"; and
- Issue stop work orders if, during on-site inspections of compulsory trades, there is no journeyman present at the worksite.

The ability to designate occupations in Saskatchewan professionalizes skilled work. This amendment benefits workers by providing them with a way to obtain meaningful certification in their occupation. It also benefits employers and consumers. When people certified in occupations apply for a job, the employer will know the type of training they participated in. Consumers can feel reassured, too, knowing the person doing the job has the necessary training to perform high-quality work. When it comes to designating occupations, industry will lead the way.

The amendment giving the SATCC the ability to designate trades, subtrades or occupations for “certification only” means an additional path forward for certification, where no other pathway exists. There are trades that are designated and in high demand elsewhere in Canada, but not in Saskatchewan. This change will give Saskatchewan workers a way to certify in these trades. “Certification only” also means the SATCC could administer a certification exam without developing or delivering a corresponding training program.

The authority to issue stop work orders if, during on-site inspections of compulsory trades, there is no journey person present at the worksite, helps ensure the safety of apprentices, other workers and consumers. (There are five compulsory trades in Saskatchewan: Construction Electrician; Plumber; Refrigeration and Air Conditioning Mechanic; Sheet Metal Worker; and Sprinkler Fitter.)

The SATCC is working to develop the necessary processes and procedures to ensure the successful implementation of these legislative changes.

Harmonization

Saskatchewan continued to move forward on trades training harmonization in 2019-20.

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

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

Harmonization will:

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

The harmonization initiative experienced delays and changes due to COVID-19.

The in-person Cabinetmaker workshop in Ottawa was replaced with a virtual workshop.

Some jurisdictional reports, such as the Red Flag Action Report, were delayed as provinces and territories could not

meet with subject matter experts (SMEs). These deadlines were moved to the fall of 2020. Work continued to progress as innovation and health restrictions allowed.

Changes to Level 1 technical training will be implemented for the five trades of Phase Five across the country in the fall of 2020. Five of those trades are designated in Saskatchewan:

- Automotive Refinishing Technician (subtrade) (formerly Automotive Painter);
- Auto Body and Collision Technician (formerly Motor Vehicle Body Repairer (Metal and Paint));
- Powerline Technician;
- Cook; and
- Hairstylist (Saskatchewan’s training is a pre-employment model).

Changes to Level 1 technical training were implemented for the five trades of Phase Four across the country in the fall of 2019. Four of those trades are designated in Saskatchewan:

- Machinist;
- Rig Technician;
- Insulator (Heat and Frost); and
- Refrigeration and Air Conditioning Mechanic.

Changes to Level 2 technical training were implemented for the five trades of Phase Three in the fall of 2019. Four of these trades are designated in Saskatchewan:

- Boilermaker;
- Landscape Horticulturist;
- Sheet Metal Worker; and
- Sprinkler Fitter (formerly Sprinkler System Installer).

Changes to Level 3 technical training were implemented for the nine trades of Phase Two in the fall of 2019. Eight of these trades are designated in Saskatchewan:

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

Changes were implemented for Level 4 technical training of the applicable eight trades of Phase One in the fall of 2019. Seven of these trades are designated in Saskatchewan; however, only one trade has a Level 4 component:

- Carpenter.

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 online ads and articles, and their accomplishments are celebrated at the Annual Apprenticeship Awards with the Wendy Davis Memorial Scholarship, an award given to a female who has achieved the highest mark on the journeyperson certification exam in a 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 2019-20, 11 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 4,187 high school students registered in the Saskatchewan Youth Apprenticeship program, 1,086 students (or 26 per cent) were female – a potentially positive indicator for the future.

Annual Apprenticeship Awards

The Annual Apprenticeship Awards were held November 1, 2019 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 \$26,120 through ticket sales and corporate sponsorships for the event to help offset expenses. More than 350 guests attended.

To view the full list of winners, please see the backgrounder of the 2019 news release: <https://www.saskatchewan.ca/government/news-and-media/2019/november/01/apprenticeship-awards>

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 predominately 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.

2019-20 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 2019-20 business and operational planning.

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

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, 29 measures were developed by management and the Board and included in the BSC. All measures are the same as in the 2018-19 BSC with one exception: Blue Seal Certifications was deleted as a measure in 2019-20.

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 2019-20 target. Please see Appendix G Page 51 for this table.



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

Measures	2018-19 Actual	2019-20 Target	2019-20 Actual	% of 2019-20 Target	2019-20 Result
Apprentice Registrations	1,669	2,050	1,527	74.5%	Not Met
Total Apprentices	6,483	6,400	6,273	98.0%	Progressed
Trade Qualifiers	1,241	1,250	630	50.4%	Not Met
Technical Training Seats	5,096	4,850	4,453	91.8%	Progressed
Alternate Technical Training Available (New)	10.3%	10.0%	11.0%	110.0%	Exceeded
Employer Consultations	5,459	4,500	4,402	98.2%	Progressed
Trade Board Meetings	139	140	138	98.5%	Progressed
Journeyman Certificates Issued	1,442	1,175	805	68.5%	Not Met
Red Seal Exam Pass Rate	71%	75%	71%	94.7%	Progressed
Real Completion Rate (RCR)	57.8%	60%	52.7%	86.1%	Not Met
Total Employers	2,136	2,150	2,086	97.0%	Progressed
Indigenous Apprentices	1,131	1,100	1,110	100.9%	Achieved
Female Apprentices	673	700	686	98.0%	Progressed
Female Apprentices in Predominantly Male Trades	331	400	325	81.3%	Not Met
Visible Minority Apprentices	291	300	263	87.7%	Not Met
Apprentices with Disabilities	423	450	427	94.9%	Progressed

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.

Between July 2019 and June 2020 the SATCC registered 1,527 apprentices (includes new and re-indentured apprentices). The target number of registrations was 2,050, which resulted in not meeting the target by 25.5 per cent. Prior to COVID-19, registrations to the end of March were on pace to achieve the 2019-20 target set by the SATCC Commission Board. 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.

As of June 30, 2020, the total number of apprentices registered with the SATCC was 6,273. This progressed toward the target of 6,400 and is below the target by 2.0 per cent. The decrease is attributed to a higher number of apprentice contract cancellations as a result of apprentices being unable to progress in their programs. Failure to progress in an apprenticeship can be attributed 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.

In 2019-20, there were 630 trade qualifiers engage in the certification system, which did not meet the established target of 1,250 by 49.6 per cent. The large decline was partly due to a downward adjustment required due to an error in the data. The number of trade qualifiers engaged in the certification system contributes to the size of the SATCC client base requiring services in a given year. While the total number of trade qualifiers in the certification system is not within complete control of the SATCC, the organization promotes it as an alternative pathway to certification. It is, however, a key operational indicator and an important variable to be considered in budgetary planning.

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 journeyman 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 4,453 technical training seats purchased which did not meet the target of 4,850 seats, 8.2 per cent below the target. This decline is also due to a decrease in industry demand for technical training.

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 2019-20 results were 11.0 per cent, slightly above the target of 10.0 per cent.

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 4,500 visits progressed toward the target, resulting in a decrease of 2.2 per cent as compared with the actual visits at 4,402.

During 2019-20, there were 138 meetings held with industry boards which was below the target of 140 by 1.4 per cent. The number of harmonization meetings held in 2019-20 was lower as a result of COVID-19. Progress was made in harmonization efforts to complete curriculum work to align harmonized sequencing for Phase 5 trades and update provincial products for the implementation of Phase 4 trades.

There were 805 journeyperson certificates issued from July 1, 2019 to June 30, 2020. This is 31.5 per cent below the established target of 1,175 certificates. It should be noted that, as the number of newly registered apprentices' declines, so too will the number of journeyperson certificates.

Success on the Red Seal exam is the final step in an apprentice achieving journeyperson certification for most of the skilled trades in Saskatchewan. The SATCC reports the results for the previous calendar year as audited by Statistics Canada. More than seven in ten (71.0 per cent) of Saskatchewan apprentices successfully wrote their Red Seal exam in 2019. This was slightly below the SATCC's target of 75.0 per cent by 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 journeyperson certification within two years after the expected end of their program. The completion rate for each compulsory and non-compulsory trade is calculated on an annual basis and then averaged. The target set for each is an average of the previous five years of results. In 2019-20, the RCR for all trades is 52.7 per cent, which is 13.9 per cent below the target of 60.0 per cent. The RCR has been in decline for the past three years as a result of fewer journeyperson certifications issued as a proportion of completions of first level apprentice training. The decline in 2019-20 was also partially attributable to COVID-19.

The number of employers engaged in the apprenticeship system at June 30, 2020 was 2,086. This is below the target of 2,150 employers by 3.0 per cent. It should be noted this underrepresents 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. However, the SATCC only receives updated information on the number of employers with JTCs every three years making it impossible to get updated figures on a regular basis. Therefore, 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 underrepresented groups in becoming apprentices and contributing to the Saskatchewan labour market. There has been a slight decline in the numbers with the softening of demand for apprenticeships.

A total of 1,110 Indigenous apprentices (719 were First Nations and 391 were Métis) were registered at year end. Indigenous apprentices comprised 17.7 per cent of all apprentices. This total number achieved the target of 1,100 by 0.9 per cent.

There were a total of 686 female registered apprentices as of June 30, 2020. This progressed toward the target of 700 (2.0 per cent below the target). Nearly half of female apprentices registered (47.4 per cent) were registered in predominantly male trades. The 325 female apprentices in predominantly male trades is 81.3 per cent of the 2019-20 target of 400.

There were 263 visible minority apprentices registered to the end of the year. This is 12.3 per cent below the 2019-20 target of 300. There were also 427 registered apprentices with disabilities. This is 5.1 per cent lower than the target of 450. 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	2018-19 Actual	2019-20 Target	2019-20 Actual	% of 2019-20 Target	2019-20 Result
Employer Satisfaction with Training	N/A*	90%	91.0%	101.1%	Achieved
Apprentice Satisfaction with On-the-Job Training	N/A*	90%	90.0%	100.0%	Achieved
Trade Levels Harmonized	17	17	17	100.0%	Achieved
Industry Response Time	99.9%	95%	99.6%	104.8%	Achieved
Ratio Compliance	97.7%	95%	98.8%	104.0%	Achieved

N/A* - The Apprentice and Employer surveys are conducted on a two-year cycle, so the 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.

In 2019-20, the SATCC achieved the targets in all measures under this strategy.

Satisfaction with training is measured every two years in the Apprentice and Employer Satisfaction Survey. Employer satisfaction with training target the percentage of employers who agreed or strongly agreed with the statement, "Overall I am satisfied with the quality of the journeyperson following completion of apprenticeship." The 90 per cent target was exceeded by 1.1 per cent.

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

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 2019-20.

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, 99.6 per cent of issues directed to field staff were completed within the 30-day time period. This exceeds the target of 95 per cent by 4.8 per cent.

The SATCC has mandated apprentice to journeyperson ratios within its regulations. This measure tracks how employers are complying with the regulations. The target is the year-to-date percentage of all in-compliance employers inspected by field staff. As of the end of June, 98.8 per cent of onsite employers inspected were in compliance with the relevant ratio. This level exceeds the target of 95 per cent by 4.0 per cent.

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

Measures	2018-19 Actual	2019-20 Target	2019-20 Actual	% of 2019-20 Target	2019-20 Result
Employer Satisfaction with SATCC Services	N/A*	90%	94.0%	104.4%	Achieved
Apprentice Satisfaction with SATCC Services	N/A*	90%	94.0%	104.4%	Achieved
Employee Engagement	81.0%	80%	80.0%	100.0%	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.

In 2019-20, the SATCC achieved the targets in all measures under this strategy.

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 Research to administer an annual Employee Satisfaction survey. In the last survey, completed in October 2019, 80 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 on par with the 80 per cent target.

Management measures staff effectiveness with its clients through its bi-annual Apprentice and Employer Satisfaction surveys. Employers were asked to measure their satisfaction with six types of services provided. With 94 per cent of employers satisfied or highly satisfied, the result is 4.4 per cent over the target of 90 per cent. The result for apprentices, who were asked to measure their satisfaction with 10 types of service is 94 per cent, 4.4 per cent over the 90 per cent target, similar to that of employers. Achieving these types of results demonstrates SATCC staff are providing outstanding service to clients.

Strategy #4: Manage financial resources efficiently and effectively

Measures	2018-19 Actual	2019-20 Target	2019-20 Actual	% of 2019-20 Target	2019-20 Result
Share of Registered Apprentices in Technical Training	78.6%	75.0%	56.2%	74.9%	Not Met
Technical Training Fill Ratio	94.2%	95.0%	75.3%	79.3%	Not Met
Sponsorship Revenue	\$53.0K	\$50K	\$42.1K	84.2%	Not Met
Administrative Cost Change	11.0%	15.7%	23.4%	51.4%	Not Met
Share of Non-Government Revenue (%)	24.8%	20.0%	15.7%	78.5%	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 closely manages its resources, both financial and non-financial, for all aspects of the apprenticeship system. However, the SATCC experienced significant challenges in 2019-20, due to COVID-19, that negatively impacted the performance of several of the measures under this goal.

A prime example is the SATCC's practise of efficiently filling technical training seats. The Technical Training Fill Ratio was 75.3 per cent, or 20.7 per cent below the target of the 95 per cent in 2019-20. The target was not met as a result of cancelling all training in March 2020 for the remainder of the year due to COVID-19. The SATCC paid for all training seats scheduled to the end of June and refunded tuition fees collected for the cancelled training to alleviate the financial burden cause by the pandemic. If COVID-19 had not occurred the SATCC would have achieved a fill rate of 93.3 per cent, or 98.2 per cent of the 95 per cent target in 2019-20, which is 93.3 per cent, or 98.2 per cent of the 95 per cent target in 2019-20.

COVID-19 also had a significant negative impact on the Share of Registered Apprentices in Technical Training. The percentage of registered apprentices attending technical training in 2019-20 was 56.2 per cent. This was 25.1 per cent lower than the 75 per cent target for this year. This is artificially lower because of the purchase of training seats from training providers that were not going to be filled due to the cancellation of training due to COVID-19. This measure would be approximately 70 per cent if COVID-19 had not occurred.

The Share of Non-Government Revenue declined to 15.7 per cent in 2019-20, approximately 79 per cent of the 20 per cent target for this past year. The reason for the decline is primarily due to refunding approximately \$1.1M in tuition revenue to apprentices whose technical training was cancelled. There was also an estimated \$570K in tuition and other administrative fees that were never collected. If COVID-19 had not occurred, and this approximate \$1.67M was collected, the SATCC would have posted an estimated Share of Non-Government Revenue of 18.6 per cent.

The SATCC faced other challenges for the remaining two measures under this goal that were not related to COVID-19. Sponsorship revenue was targeted to generate \$50K in 2019-20 but only \$42.1K was raised to the end of June (84.2 per cent of the target). The SATCC generated \$26K, of the \$30K target, for sponsorships and ticket revenue for its annual apprentice awards gala. The Saskatchewan Youth Apprenticeship (SYA) Scholarship fund raised \$16K in contributions, short of the \$20K target in 2019-20.

The Administrative Cost Change measure was also substantially impacted in 2019-20. The SATCC posted an increase of 23.4 per cent in 2019-20, which is 51.4 per cent of the target. This outcome occurred because the SATCC withdrew from the AMS IT system project. This caused a one-time expense of approximately \$1.4M due to accumulated work-in-progress and revenues received in prior years from the Government of Canada for the project. Without this one-time expense, the Administrative Cost Change would be 5.9 per cent, well below the 15.7 per cent target in 2019-20.

2019-20 Financial Highlights

Summary

The SATCC posted a deficit of \$998K for the fiscal year ending June 30, 2020, approximately \$2.745M worse than the \$1.748M surplus posted in 2018-19. The change in the SATCC's financial situation is due to two factors:

1. A budgeted deficit of \$473K based on a reduction in revenues, due to anticipated reduction in demand for technical training, combined with a modest increase in expenses; and an
2. Unanticipated reduction in revenues as a result of the cancellation of technical training in March 2020 for the remainder of the fiscal year due to COVID-19.

Total revenues were budgeted to decline in 2019-20 by approximately six per cent (5.7%), relative to 2018-19, due to various factors. Actual total revenues in 2019-20 decreased by more than anticipated (9.2 per cent lower than in 2018-19) mainly from the unplanned \$1.6M decrease in Client Fees due to COVID-19 as well as approximately \$650K less-than-budgeted funding from the Government of Canada. These reductions were partially offset by a \$1.25M one-time increase in funding from the Government of Saskatchewan.

Total expenses increased by 1.0 per cent in 2019-20 relative to 2018-19. However, this was less than the 2.7 per cent budgeted increase for 2019-20. One-time expenses charges of approximately \$1.4M related to the expensing of Work-in-Progress (WIP) from the SATCC's withdrawal from the AMS IT System project were mostly offset by training costs due to reduced demand for technical training plus reduced expenditures in most other expense line items due to COVID-19.

The SATCC had an accumulated surplus of approximately \$4.365M as at June 30, 2020. This is compared to \$5.363M in 2018-19.

Total Revenues

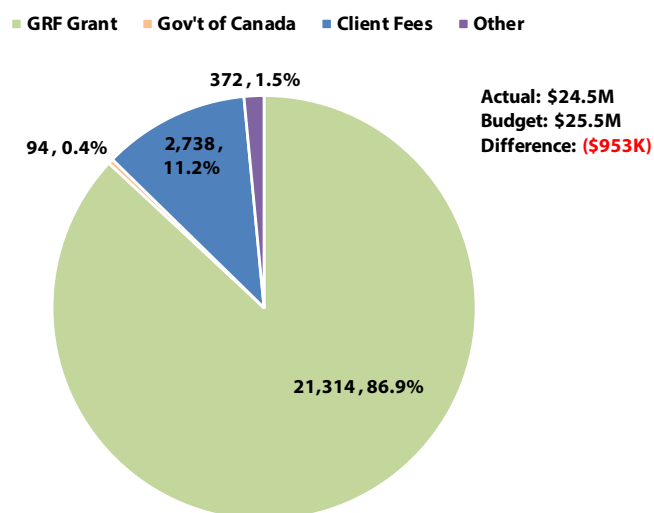
Total revenues were budgeted to decline in 2019-20 by approximately six per cent (5.7%), compared to 2018-19, based on a modest decrease in the annual General Revenue Fund (GRF) Grant from the Government of Saskatchewan, a reduction in Client Fees due to lower demand for training and a reduction in funding from the Government of Canada received by the SATCC for special projects.

Actual total revenues in 2019-20 were 9.2 per cent lower than in 2018-19. The main factors were an unplanned \$1.6M decrease in Client Fees due to COVID-19 and a reduction of approximately \$650K in funding from the Government of Canada.

The reductions described above were partially offset by a \$1.25M one-time increase in the GRF grant through the Ministry of Immigration and Career Training (ICT). The net impact of these changes is to increase the GRF Grant's share of the SATCC's total revenue from the historical range of 75 per cent to 80 per cent to more than 85 per cent (86.9%) in 2019-20. Client Fees share of total revenues declined from its usual one-fifth share to approximately 11 per cent (11.2%) in 2019-20.

SATCC Revenue: 2019-20

(All Values in Thousands of Dollars Unless Otherwise Stated)



GRF Grant Revenue

The General Revenue Fund (GRF) Grant received from the Ministry of Immigration and Career Training (ICT) increased from \$20.315M in 2018-19 to \$21.314M in 2019-20. This is an increase of \$1.0M or 4.9 per cent. The increase in the Grant is due to the receiving one-time funding of \$1.25M to offset the financial impacts of withdrawing from the Apprenticeship Management System (AMS) IT system project as well as loss of tuition revenue from COVID-19.

Government of Canada Revenue

The SATCC budgeted to receive \$743K in 2019-20 for two projects: approximately \$575K for the Apprenticeship Management System (AMS) IT System project and approximately \$170K for the Sask. Youth Apprenticeship (SYA) expansion pilot program.

The SATCC withdrew from the AMS project in 2019-20 due to project delays and a significant increase in project costs. The SATCC had to return approximately \$575K in funding back to the Government of Canada because of its withdrawal from the project.

The SATCC had received nearly \$900K in approved funding from the Government of Canada for its two-year SYA expansion pilot program. The pilot program wrapped up in 2019-20. The SATCC was underspent in the pilot program by approximately \$75K and, as a result, were not reimbursed by the Government of Canada for this amount. The SATCC received \$94K in 2019-20 from the federal government for the SYA expansion pilot program.

Client Fees

The SATCC generated \$2.738M in fees for tuition and administrative services in 2019-20. This represents a decrease of approximately \$2M over the \$4.744M raised in Client Fees in 2018-19. The significant reduction in Client Fees is due to two factors.

The SATCC continued to experience softening demand for technical training in 2019-20. There were less training seats purchased this past year compared to the previous year (e.g. 4,453 seats in 2019-20 compared to the 5,096 seats purchased in 2018-19). The actual seats purchased was less than budgeted in 2019-20 (4,850 seats). The budgeted decline in training purchased was anticipated to reduce tuition revenue by approximately \$400K.

However, the bulk of the impact on Client Fees is due to COVID-19. The SATCC cancelled technical training, and all other face-to-face services, in March 2020 for the remainder of the fiscal year because of COVID-19. The SATCC refunded tuition to any apprentices who were, or were scheduled to be, in training for the remainder of 2019-20. The SATCC refunded \$1.1M in tuition it had already collected for cancelled classes plus did not collect an approximate \$500K in tuition and administrative fees in Q4 of 2019-20. The total impact of COVID-19 on Client Fees is estimated at \$1.6M.

Other Revenues

Industry Contributions

The Saskatchewan Youth Apprenticeship (SYA) Industry Scholarship fund received \$16K in industry contributions and redeemed \$47K in scholarships to apprentices in 2019-20. The SATCC transferred the \$31K difference from the SYA Industry Scholarship fund and recognized it as revenue in 2019-20 to pay for the scholarship expense.

Products and Services

Revenue from Products and Services declined from \$375K in 2018-19 to \$220K in 2019-20. Almost all of this difference is due to a change in how the SATCC receives its approximate \$150K in funding from the Ministry of Immigration and Career Training (ICT) to provide learning disability assessment services to apprentices. In previous years, ICT would provide the funding to the SATCC through a separate contractual agreement. Beginning in 2019-20, this funding was included in the GRF Grant to the SATCC. In 2019-20,

Products and Services revenue of \$220K was 2.8 per cent below the \$226K budgeted for the year.

Interest

Revenue from interest payments is approximately \$106K in 2019-20, down modestly from the \$110K in 2018-19. The decrease is due to slightly lower interest rates partially offset by larger overall monthly bank balances through most of the year.

Total Expenses

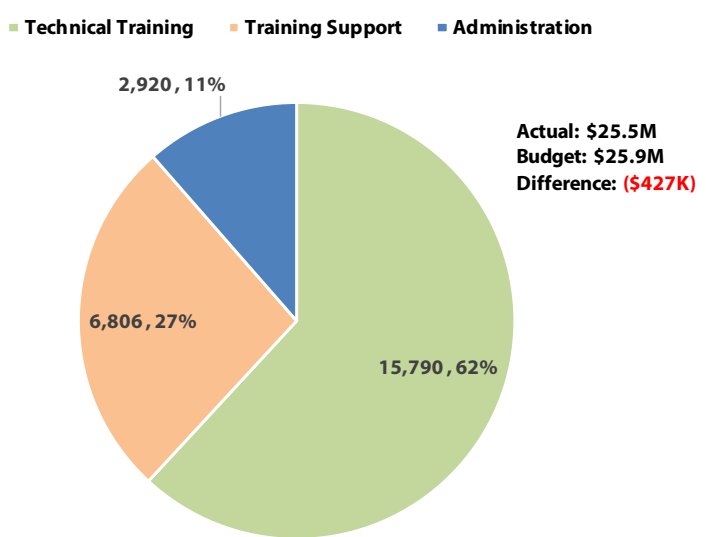
Total expenses were \$25.516M in 2019-20, which is approximately \$255K more than the \$25.262 million in 2018-19. Management did control expenditures in 2019-20 as the SATCC was under its total expense budget of \$25.943M by 1.6 per cent, or approximately \$427K, in 2019-20.

Technical Training costs comprise more than 60% per cent (62%) of the SATCC's total expenses. Training Support expenses represent approximately one-quarter of total expenses (27%) with the remainder, approximately 11 per cent, coming from Administration expenses.

The expense shares are skewed slightly in 2019-20. The typical shares are approximately 70 per cent for Technical Training, between 20 per cent and 25 per cent for Training Support and between five and ten per cent for Administration expenses, respectively. The reason for the shift in 2019-20 is due to approximately \$1.4M in one-time expenses incurred because of the SATCC's withdrawal from the Apprenticeship Management System (AMS) IT system project.

The next section highlights the results in the most important expenditure categories within each of the three general categories in the chart.

SATCC Expenses: 2019-20



Technical Support (Program Contractual Services)

The SATCC purchased \$15.790 Million worth of training from its training providers in 2019-20. This is approximately 9.2 per cent less than the \$17.387M worth of training purchased in 2018-19.

The main cause for the decrease in training expenditures is a decrease in the number of training seats purchased. The SATCC purchased 4,453 seats in 2019-20 compared to 5,096 seats in 2018-19. This represents a decrease of 643 seats or 12.6 per cent less than the previous year. This is lower than the anticipated decline in training demand of 4,850 (246 seats) in 2019-20 Budget relative to 2018-19 actual seats purchased. Price increases by training providers partially offset the decrease in the volume of training noted above.

COVID-19 had a substantial impact on the SATCC's ability to deliver technical training in 2019-20. The SATCC regularly adjusts the supply of training seats to the demand for technical training by apprentices. Normally, when the SATCC cancels classes with a training provider, it does so far enough in advance so that it does not pay the training provider for the canceled class. However, when it suspended technical training and all other face-to-face services in March 2020, the SATCC decided to continue to pay its training providers for all classes scheduled for the remainder of the year even if the classes never started. This decision made so as to not financially disadvantage any of its training providers due to COVID-19.

Over 1,600 training seats (1,605) were canceled of the total 4,453 training seats purchased in 2019-20, which is more than one-third of the seats purchased (36.0%). Over 700 seats (736) were in-progress at the time of the cancellation while nearly 900 seats (869) were from classes that had not yet started. The 1,605 cancelled training seats that were purchased represented \$5.6M in expenditures or approximately 35 per cent (35.4%) of the total expenditure on technical training in 2019-20.

Training Support

Salary and Personnel Expenses

Salary costs were \$5.479M in 2019-20. This is 13.7 per cent higher than the \$4.817M in 2018-19 but is 1.9 per cent lower than the \$5.583M in the 2019-20 Budget. The majority of the increase is due to the SATCC completing its return to a full staffing model in 2019-20 to allow the SATCC to better support industry and its regulatory requirements.

In 2019-20, the SATCC exited the Apprenticeship Management System (AMS) IT system project due to delays in the completion of the project and increased costs. The SATCC experienced a one-time increase in salary expense of \$162K related to Work-in-Progress (WIP) related to staff salaries that had accumulated in 2019-20.

Other Contractual Services

The SATCC spent \$1.327M in this category in 2019-20. This was 29.5 per cent higher than the \$1.025M posted in 2018-19 and 4.8 per cent higher than the \$1.267M in the 2019-20 Budget. The increased expenditure in this category is mainly due to higher-than-anticipated legal and investigation expenses related to the program integrity compromise of the Construction Electrician trade at Sask. Polytechnic.

In 2019-20, the SATCC exited the Apprenticeship Management System (AMS) IT system project due to delays in the completion of the project and increased costs. The SATCC experienced a one-time increase in expense of \$57K in this category related to Work-in-Progress (WIP) related to IT consulting services that had accumulated in 2019-20.

Administration

Board Expenses

Board expenses were \$11K in 2019-20, down 24.0 per cent from the \$146K in 2018-19. The reduction in this category is directly attributable to reduced meeting activity due to COVID-19.

Travel

Travel decreased 31.0 per cent from \$236K in 2018-19 to \$163K in 2019-20. Staff travel stopped completely when face-to-face services were suspended in March 2020 due to COVID-19.

Telephone

Expenditures in this category decreased from \$87K in 2018-19 to \$82K in 2019-20, a decrease of 5.0 per cent. The decrease is due to reducing the number of staff with both regular telephones (i.e. "landlines") and mobile devices.

Advertising, Promotion and Printing

The SATCC reduced its expenditures in this category from \$617K in 2018-19 to \$551K in 2019-20. The SATCC completed its Sask. Youth Apprenticeship (SYA) expansion pilot program in 2019-20. The SATCC finished its media campaign emphasizing attracting underrepresented groups (e.g. females, Indigenous people and visible minorities) to the skilled trades as a first-choice career option in mid-2019-20.

Space Rental

Space rental costs decreased from \$561K in 2018-19 to \$544K in 2019-20, a decrease of 3.1 per cent. This is due to slightly lower lease costs plus reduced utility costs.

Office Supplies

Costs for office supplies decreased from \$82K in 2018-19 to \$56K in 2019-20, a decrease of 32.0 per cent. Fewer supplies

were purchased with staff working virtually from home during COVID-19.

Postage, Courier and Freight

Expenditures in this category decreased from \$129K in 2018-19 to \$92K in 2019-20, a decrease of 28.7 per cent. Mail volume was reduced to essentially nil as a result of the suspension of face-to-face services due to COVID-19 and as staff adapted processes to communicate virtually with clients as they worked from home during this period.

Other Expense

Other Expense was \$622K in 2019-20. In 2019-20, the SATCC exited the Apprenticeship Management System (AMS) IT system project due to delays in the completion of the project and increased costs. Approximately \$538K of the expense recorded in this category was revenue collected prior to 2019-20 from the Government of Canada for the AMS IT system project.

Amortization

Amortization decreased by 6.2 per cent from \$29K in 2018-19 to \$28K in 2019-20. The SATCC exited the Apprenticeship Management System (AMS) IT system project in 2019-20 due to delays in the completion of the project and increased costs. The SATCC recorded an impairment loss of \$636K due to its leaving the AMS IT system project on the Work-in-Progress (WIP) it had accumulated prior to 2019-20.

2019-20 Budget to Actual

The SATCC budgeted a deficit of \$473K in 2019-20 based on revenues of approximately \$25.471M and expenses of approximately \$25.944M (including amortization of approximately \$15K). The SATCC posted a deficit of approximately \$998K. The higher deficit is based on lower-than-budgeted revenues partially offset by lower-than-budgeted expenses.

At \$24.518M, revenues were \$951K lower than budget. This is mainly due to the approximate \$2M reduction in Client Fees due to COVID-19 and the \$650K reduction in Government of Canada funding due to the SATCC's exit from the Apprenticeship Management System (AMS) IT system project and lower-than-anticipated spending on the Sask. Youth Apprenticeship (SYA) expansion pilot program. This reduction was partially offset by a one-time increase of \$1.25M in the GRF Grant from the Ministry of Immigration and Career Training (ICT).

At \$25.517M, the SATCC's expenses were approximately \$427K less than budgeted. The expense reduction is attributable to lower demand for technical training, the culmination of the SYA expansion pilot program and reduced expenses due to COVID-19 being offset by the expense impact of exiting the AMS IT system project.

Technical training costs were approximately \$1.076M less than budgeted due to purchasing less training seats than expected. The SATCC budgeted purchasing 4,850 training seats but actually purchased fewer than 4,500 seats (4,453).

Salary expenditures were lower than budget by approximately \$104K. Despite a return to a full staffing model and a one-time expensing of \$163K in salaries related to the AMS project, salary expenditures were lower than budget from vacancies due to turnover of staff at various positions.

Advertising, Promotion and Printing expenses in 2019-20 were \$271K under budget. The SYA expansion pilot program concluded in mid-2019-20 with less expense being incurred as a result. Almost all of the remaining expense categories are less than budgeted due to reduced expenditures as a result of the suspension of face-to-face services due to COVID-19.

The above expense reductions are offset by the unbudgeted one-time expenses from the SATCC's withdrawal from the AMS IT system project. Prior-year revenues of \$538K received from the Government of Canada were expensed in Other Expenses while an impairment loss of \$636K was recorded from Work-in-Progress (WIP) from previous years. Any WIP recorded in 2019-20 was reversed and expensed in its respective category (e.g. Salaries, Other Contractual Expenses or Travel). The total amount expensed in 2019-20 related to the SATCC's withdrawal from the AMS IT system project is \$1.4M.

2019-20 Accumulated Surplus

As of June 30, 2020, the SATCC had an accumulated surplus of approximately \$4.365M comprised of both financial and non-financial assets. This is lower than the accumulated surplus of \$5.363M as at June 30, 2019.

Net financial assets comprise approximately \$4.222M of the total accumulated surplus while non-financial assets are approximately \$143K as of June 30, 2020. The SATCC's net financial assets are comprised of:

- Approximately \$219K in assets designated for the Indigenous Apprenticeship Initiatives (IAI) fund;
- The SATCC has allocated \$1.6M in a restricted fund for an IT system project to replace its current legacy IT system;
- 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 2019-20 is \$572K; and
- Undesignated financial assets of approximately \$1.831M.

The SATCC received funding from Employment and Social Development Canada (ESDC) for its Sask. Youth Apprenticeship (SYA) expansion pilot program. The pilot program operated over 2018-19 and 2019-20. The SATCC received approximately \$263K in funding from ESDC that was not spent in 2018-19 that was spent in 2019-20. A restricted fund was created to preserve the money for its intended purpose. This fund was wound down since the pilot program concluded in 2019-20.

The Sask. Youth Apprenticeship (SYA) Industry Scholarship Program has more than enough financial assets to cover its expected future obligations. There is an approximate \$107K surplus in the SYA Industry Scholarship Program of June 30, 2020. 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.

2020-21 Budget Overview

The 2020-21 Budget projects a deficit of \$731K. This is because revenues are expected to decrease less than expenses in the coming year.

Total revenues are expected to decrease from \$25.518M in 2019-20 to \$24.318M in 2020-21. This is a decrease of \$200K and is a 0.7 per cent decline. The GRF Grant will decrease by \$1.25M in 2020-21 back to \$20.064M. Funding from the Government of Canada will be \$0 given the SATCC's exit from AMS IT system project and the SYA expansion pilot program being completed.

The 2019-20 Budget assumes 4,350 technical training seats will be purchased in 2020-21, which is less than the 4,453 seats purchased in 2019-20. Despite the decrease in the number of training seats, Client Fees are expected to increase to \$4.058M in 2020-21 from \$2.738M in 2019-20 as technical training resumes in fall 2020. There are no planned changes to tuition or administrative fee rates in 2020-21.

Total expenses are budgeted at \$25.049M in 2020-21. This is a decrease of approximately \$467K, or 1.8 per cent, compared to the \$25.516M in total expenses in 2019-20.

Salaries and Personnel are anticipated to increase from \$5.479M in 2019-20 to \$5.636M in 2020-21, or by 2.9 per cent, based on full staffing (i.e. no vacancies) and inflationary increases for staff. Program Contractual Services is expected to increase from \$15.8M to \$16.1M based on price increases to training providers and having to purchase more classes due to some reduced class sizes in some trades to maintain physical distancing guidelines related to COVID-19.

Other Contractual Services are expected to increase from \$1.327M in 2019-20 to \$1.396M in 2020-21 or 5.2 per cent. Anticipated savings from reduced legal/investigation costs are offset by two sources. First, the SATCC is implementing an internal audit function through a contracted vendor.

Two, after its exit from the AMS IT system project, the SATCC conducted its own Request-for-Proposal (RFP) for a new IT system notionally named MyATC. The RFP process is expected to conclude in early 2020-21. Work with the successful vendor is expected to begin in fall 2020. The SATCC expects to have an increase in IT consulting costs as a result.

The majority of the remaining expense line items are expected to rebound in 2020-21 from the lows posted in 2019-20 due to COVID-19. However, all of these increased expenses are more than offset by the elimination of the one-time \$1.4M expense related to the SATCC's exit of the AMS IT system project in 2019-20.

Financial Results

Management Report
September 30, 2020

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 Provincial 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 Provincial Auditors' report. The Audit and Finance Committee reports its findings to the Commission 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 Saskatchewan Apprenticeship and Trade Certification Commission, which comprise the statement of financial position as at June 30, 2020, and the statement 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 Saskatchewan Apprenticeship and Trade Certification Commission as at June 30, 2020, and the results of its operations, change in its net financial assets and its cash flows 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 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 2019-20*, 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 Saskatchewan Apprenticeship and Trade Certification Commission 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 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 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 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 30, 2020

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

Saskatchewan Apprenticeship and Trade Certification Commission
Statement of Financial Position
For the Year Ended June 30, 2020

	2020	2019
Financial Assets		
Due from GRF (Note 3)	\$ 5,428,656	\$ 6,583,448
Accounts Receivable (Note 6)	42,302	271,906
	5,470,958	6,855,354
Liabilities		
Accounts Payable and Accrued Liabilities	307,924	550,068
Accrued Leave Liabilities	305,095	235,058
Deferred Revenue (Note 7)	1,470	850,845
Deferred Contributions (Note 8)	634,360	649,264
	1,248,849	2,285,235
Net Financial Assets (Note 10)	4,222,109	4,570,119
Non-Financial Assets		
Tangible Capital Assets (Schedule 1)	51,798	701,874
Inventory of Promotional Supplies	7,712	12,114
Prepaid Expenses	83,195	79,006
Total Non-Financial Assets	142,705	792,994
Accumulated Surplus (Statement 2)	\$ 4,364,814	\$ 5,363,113

Contractual Obligations (Note 9)

Contractual Rights (Note 9)

(See accompanying notes to the financial statements)

Saskatchewan Apprenticeship and Trade Certification Commission
Statement of Operations
For the Year Ended June 30, 2020

	2020 Budget (Note 12)	2020 Actual	2019 Actual
Revenue			
Grants - General Revenue Fund	\$ 20,064,000	\$ 21,314,000	\$ 20,315,000
Grants – Government of Canada	742,890	93,859	1,420,640
Client Fees	4,347,500	2,738,351	4,744,565
SYA Contributions	20,000	46,000	45,000
Products and Services	226,400	220,146	374,517
Interest	70,000	105,801	110,187
Total Revenue	25,470,790	24,518,157	27,009,909
Expense			
Salaries and Personnel	5,582,933	5,478,741	4,817,029
Program Contractual Services	16,866,840	15,790,304	17,387,267
Other Contractual Services	1,266,500	1,327,478	1,025,315
Board Expenses (Note 11)	166,900	111,376	146,525
Travel	250,050	162,927	236,022
Telephone	78,000	82,339	86,656
Advertising, Promotion and Printing	821,500	550,606	616,763
Space Rental	569,000	543,768	561,138
Equipment Rental	38,000	34,198	40,333
Office Supplies	73,800	56,106	82,457
Postage, Courier and Freight	135,000	92,000	129,047
Other	80,000	622,383	104,065
Impairment Loss (Schedule 1)	-	636,411	-
Amortization	15,000	27,819	29,653
Total Expenses	25,943,523	25,516,456	25,262,270
Annual (Deficit)/Surplus	(472,733)	(998,299)	1,747,639
Accumulated Surplus, Beginning of Year	5,363,113	5,363,113	3,615,474
Accumulated Deficit, End of Year (to Statement 1)	\$ 4,890,380	\$ 4,364,814	\$ 5,363,113

(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, 2020

	2020 Budget (Note 12)	2020 Actual	2019 Actual
Annual (Deficit)/Surplus	\$ (472,733)	\$ (998,299)	\$ 1,747,639
Acquisition of Tangible Capital Assets	(1,053,700)	(14,153)	(691,955)
Write-down of Work-In-Progress	-	636,411	-
Amortization of Tangible Capital Assets	15,000	27,819	29,653
	(1,038,700)	650,077	(662,302)
Acquisition of Prepaid Expenses	-	(4,189)	(8,788)
Acquisition of Inventory of Promotional Supplies	-	4,401	(6,509)
	-	212	(15,297)
(Decrease)/Increase in Net Financial Assets	(1,536,433)	(348,010)	1,070,040
Net Financial Assets, Beginning of Year	4,570,119	4,570,119	3,500,079
Net Financial Assets, End of Year	\$ 3,058,686	\$ 4,222,109	\$ 4,570,119

(See accompanying notes to the financial statements)

Saskatchewan Apprenticeship and Trade Certification Commission
Statement of Cash Flow
For the Year Ended June 30, 2020

	2020	2019
Operating Activities:		
Cash Receipts from General Revenue Fund	\$ 21,314,000	\$ 20,299,400
Cash Receipts from Government of Canada	93,859	1,420,640
Cash Receipts from Clients	2,080,286	4,801,070
SYA Contributions Received	30,237	30,860
Receipts from Sales of Products and Services	242,451	386,797
Interest Received	122,930	110,187
Cash Paid to Employees	(5,297,736)	(4,823,388)
Cash Paid to Provide Program Services	(15,960,713)	(17,439,387)
Cash Paid to Suppliers	(3,765,953)	(2,808,049)
Cash (Used)/Provided by Operating Activities	(1,140,639)	1,978,130
Capital Activities:		
Purchase of Tangible Capital Assets	(14,153)	(691,955)
Cash Used in Capital Activities	(14,153)	(691,955)
(Decrease)/Increase in Cash	(1,154,792)	1,286,175
Due from GRF, Beginning of Year	6,583,448	5,297,273
Due from GRF, End of Year	\$ 5,428,656	\$ 6,583,448

(See accompanying notes to the financial statements)

1. Description of Business

The Saskatchewan Apprenticeship and Trade Certification Commission (SATCC) was established in 1999 and the governing legislation is *The Apprenticeship and Trade Certification Act, 2019*. 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) to operate the SATCC and train apprentices. In 2019-20, the SATCC received funding from the Government of Canada for the Saskatchewan Youth Apprenticeship (SYA) 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, 2020

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. The COVID-19 pandemic is complex and rapidly evolving. It has caused material disruption to businesses and has resulted in an economic slowdown. The SATCC continues to assess and monitor the impact of COVID-19 on its financial condition. The magnitude and duration of COVID-19 is uncertain and, accordingly, it is difficult to reliably measure the potential impact on the SATCC's financial position and operations.

g) Accounting Changes not yet in Effect

PS 3400 Revenue. This Section establishes standards on how to account for and report on certain revenue. It will become effective July 1, 2023.

h) COVID-19

The COVID-19 pandemic caused the Commission to cancel technical training in March 2020 and eliminate face-to-face client services for the remainder of the 2019-20 fiscal year. This has led to adverse changes in cash flows and working capital levels, directly impacting the Commission's operating results and financial position 2019-20. The situation is dynamic and the ultimate duration and magnitude of the impact on the economy and the future financial effect on the Commission is not known at this time.

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, 2019 to June 30, 2020 was 1.380 per cent (2019 - 1.657%).

Saskatchewan Apprenticeship and Trade Certification Commission
Notes to the Financial Statements
For the Year Ended June 30, 2020

4. Related Party Transactions

These financial statements include transactions with related parties. The SATCC is related to the SATCC Commission Board, Trade Boards, key management personnel and their close family members, and entities controlled by, or under shared control of any of these individuals. The SATCC is related 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.

	2020	2019
Expenses		
Conexus Arts Centre (Sask. Centre of the Arts)	\$ 21,395	\$ 22,305
Great Plains College	-	66,027
Ministry of Central Services	663,350	1,021,792
Parkland College	159,848	210,800
SaskTel	81,360	90,606
SaskPower	488,949	552,812
Saskatchewan Polytechnic	13,849,560	15,192,651
Southeast College	107,493	30,585
Tourism Saskatchewan	20,940	34,823
Western Trade Training Institute	166,365	163,077
Other Related Party Transactions	38,496	17,253
	\$ 15,597,756	\$ 17,402,731
Accounts Payable	\$ 126,704	\$ 94,813
Accounts Receivable	\$ 6,471	\$ 205,602

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, 2020

6. Accounts Receivable

Accounts receivable, net of valuation allowance, are composed of the following:

	<u>2020</u>	<u>2019</u>
Interest Receivable	\$ 6,471	\$ 26,450
Client Fees Receivable	0	190,311
Other	<u>35,831</u>	<u>55,145</u>
Total Accounts Receivable	\$ <u>42,302</u>	\$ <u>271,906</u>

7. Deferred Revenue

Deferred Revenue of \$1,470 (2019- \$850,845) is comprised of tuition fees received from apprentices for training which will occur after June 30, 2020. The amount is significantly lower in 2019-20 because the registration process for the 2020-21 Technical Training Schedule was delayed due to the COVID-19 pandemic. As a result, the Commission was not registering apprentices into technical training classes for fall 2020 and, therefore, was not collecting tuition in advance, in 2019-20, for the 2020-21 Training Schedule (as would have normally occurred without COVID-19).

8. Deferred Contributions

Deferred Contributions represent unexpended funds externally restricted for the Saskatchewan Youth Apprenticeship Industry Scholarships (SYA), the Saskatchewan Innovation and Opportunity Scholarship (SIOS) Program and internally restricted and the Board of Directors' First Nations and Metis Scholarship Trust Programs. In 2019-20, the SATCC received funds from industry totaling \$16,000 (2019 - \$17,000) for SYA and paid out \$47,000 (2019- \$45,000). In 2019-20, \$11,388 was earned in interest (2019 - \$13,860). As at June 30, 2020 the Board of Directors' First Nations and Metis Scholarship Trust had a balance of \$3,709 (2019- \$1,725).

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), 2221 Cornwall Street, Regina (expires November 30, 2022), 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:

2020-21	\$440,944
2021-22	\$361,284
2022-23	\$ 42,399
2023-24	\$ 1,888

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

Saskatchewan Apprenticeship and Trade Certification Commission
Notes to the Financial Statements
For the Year Ended June 30, 2020

b) Outstanding Legal Claims

As at June 30, 2020, the Commission had two outstanding legal claims before the Saskatchewan Court of Queen's Bench. Both claims are related to the Commission's suspension/removal of 22 journeyperson certifications in July 2019 due to a certification examination compromise at Sask. Polytechnic's Moose Jaw campus. The Commission's liability is limited to cost awards which are estimated at \$5,000 or less per claim. This was not recorded as a liability in the Commission's 2019-20 financial statements given the uncertainty on the timing of the Court's ruling and the valuation of amounts owing will be paid in 2020-21 at the earliest.

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 SATCC received the balance of funding for SYA in 2019-20 (\$97,859). The funding for AMS will improve administration of the apprenticeship and trades certification in the province. The SATCC formally discontinued its participation in the Apprenticeship Management System (AMS) project effective December 31, 2019. In 2019-20 \$37,860 was received for AMS prior to SATCC discontinuing its involvement in the AMS Project. Funds in the amount of \$581,293.67 were refunded to the Government of Canada, representing the total funding received in 2018 and 2019 less eligible expenditures. An additional amount of \$4,789.50 was paid to ESDC for the interest accrued on the balance of \$576,504.17 from January 1, 2020 to June 24, 2020.

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>2020</u>	<u>2019</u>
Financial Assets Designated for the Indigenous Apprenticeship Initiatives Program	\$ 218,673	\$ 47,611
Financial Assets Designated for SYA Federal Funding	-	263,028
Financial Assets Designated for IT System Fund	1,600,000	1,023,700
Financial Assets Designated for Minimum Surplus	572,169	594,491
Undesignated Financial Assets	<u>1,831,266</u>	<u>2,641,289</u>
Total Net Financial Assets	\$ <u>4,222,108</u>	\$ <u>4,570,119</u>

As of June 30, 2020 financial assets designated for Saskatchewan Youth Apprenticeship Industry Scholarship Program carried a \$106,651 surplus over existing outstanding obligations. The Commission Board approved to discontinue the Financial Assets Designated for SYA Federal Funding on June 12, 2020 given the SYA expansion pilot project has concluded and the fund balance is zero since all monies related to the project were expended.

Saskatchewan Apprenticeship and Trade Certification Commission
Notes to the Financial Statements
For the Year Ended June 30, 2020

11. Board Expenses

The Apprenticeship and Trade Certification Act, 2019 establishes the SATCC Board and Trade Boards. The *Apprenticeship and Trade Certification Commission Regulation, 2020* 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, 2019* and regulations. Trade Boards are responsible for reviewing the Human Resource Plans and making recommendations to the SATCC Board regarding entrance requirements, training requirements, certification requirements and changes to regulations. Trade Examining Boards assist in the examination of candidates and assessment of the applicant's past experience and training to determine the applicant's eligibility. The main role of Curriculum and Examination Development Boards is to develop or revise curricula suitable for the training of apprentices and tradespersons, develop or revise examinations to be administered to apprentices and participate in developing, revising and validating inter-provincial standard examinations.

	<u>2020</u>		<u>2019</u>
Honorarium	\$ 50,239	\$	50,020
Specialized Consulting	4,545		8,315
Board Training	420		1,800
Other Travel	848		2,726
Members Board/Commission Travel	54,217		70,484
El Expense on Honorariums	<u>1,107</u>		<u>13,180</u>
Total Board Expenses	\$ <u>111,376</u>	\$	<u>146,525</u>

12. Budget

The operating budget was approved by the SATCC Board on June 19, 2019.

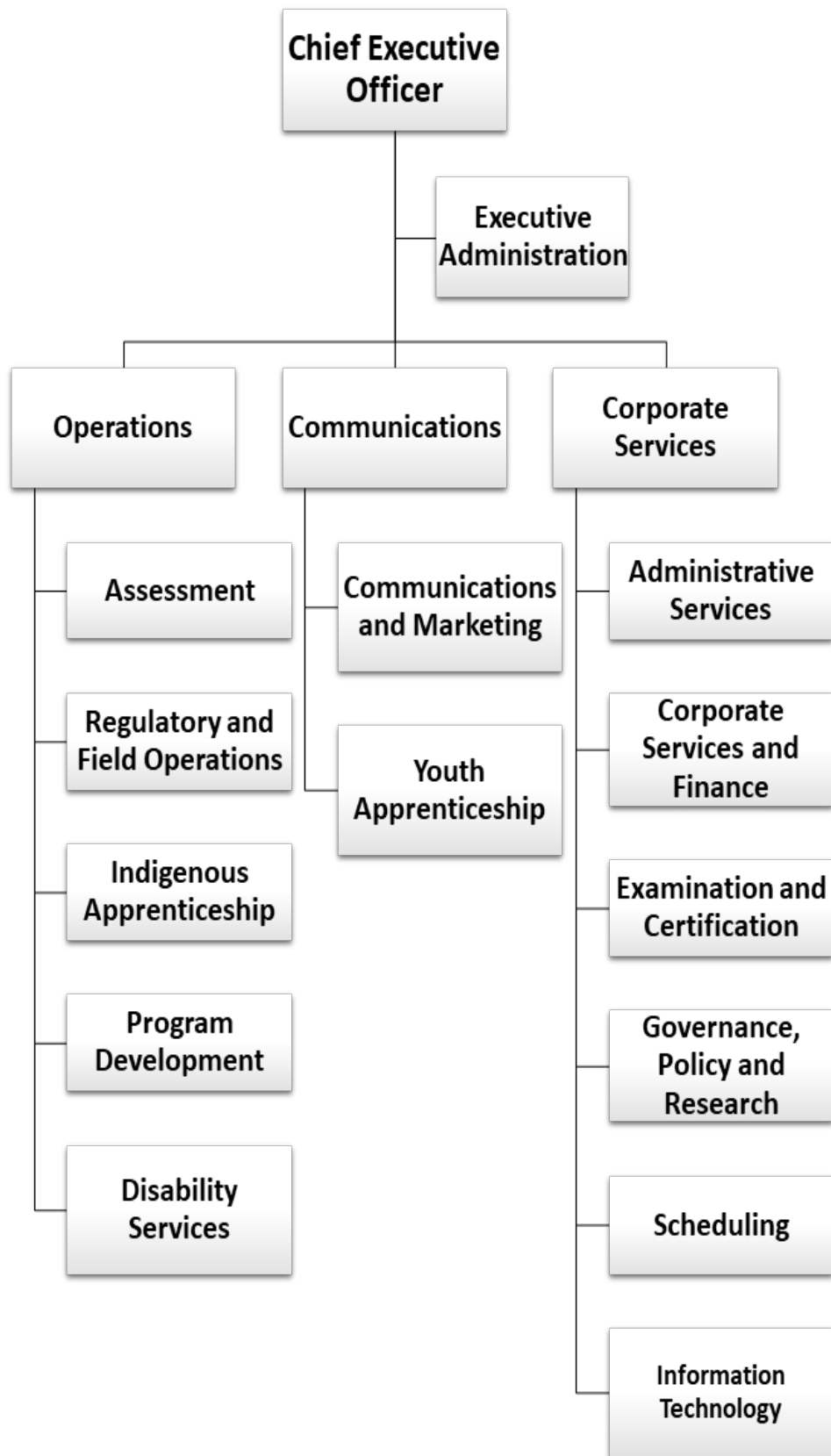
Saskatchewan Apprenticeship and Trade Certification Commission
Tangible Capital Assets
As at June 30, 2020

	2020								2019
	Leasehold Im- provements	Office Furni- ture	Office Equip- ment	Computer Hardware	Computer Application Software	System Devel- opment	WIP	Total	Total
Balance at June 30, 2019	\$ 965,343	\$342,727	\$ 86,022	\$ 123,900	\$ 76,923	\$ 253,525	\$ 636,411	\$2,484,851	\$1,792,895
Additions during the year	14,153	-	-	-	-	-	-	14,153	691,955
Disposals during the year	-	(3,094)	-	-	-	-	-	(3,094)	-
Write-downs							(636,411)	(636,411)	-
Balance at June 30, 2020	979,496	339,633	86,022	123,900	76,923	253,525	-	1,859,499	2,484,850
Opening accumulated amortization	965,343	288,967	74,318	123,900	76,923	253,525	-	1,782,976	1,753,323
Annual amortization cost	3,538	17,001	7,280	-	-	-	-	27,819	29,653
Amortization related to disposals	-	(3,094)	-	-	-	-	-	(3,094)	-
Closing accumulated amortization	968,881	302,874	81,598	123,900	76,923	253,525	-	1,807,701	1,782,976
Net book value of tan- gible capital assets	10,615	36,759	4,424	-	-	-	-	51,798	\$ 701,874

There is a \$636,411 write-down of Work-In-Progress for the AMS project. The SATCC formally discontinued its participation in the AMS project December 2019.

Appendix A:

Organization Chart - June 30, 2020



Appendix B: Key Operational Factors

Key Operational Factors and Activities	July 1, 2019 to June 30, 2020	July 1, 2018 to June 30, 2019
Registered apprentices	6,273	6,483
Newly registered apprentices	1,527	1,669
Youth apprentices	4,187	3,324
Purchase of technical training seats	4,453	5,096
Technical training attendance*	3,402	4,862
Training allowance claims processed	1,364	1,976
Employer consultations	4,402	5,459
Work experience assessments administered	10,394	22,541
Psycho-educational assessments administered	44	74**
Written examinations administered	1,875	3,157
Practical examinations administered	257	383
Journey person certificates issued	805	1,442
Industry board/committee meetings held	138	139
Foreign trained worker consultations	204	355
Foreign trained worker assessment documents processed	1,053	1,532
Revenue generation (total non-grant revenue)	3,204,157	6,694,908

* 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.

** This number is restated from the original reporting in 2018-19, due to an administrative error.

Saskatchewan Apprentices: Registrations, Completions and Cancellations Five Year Overview 2015-16 to 2019-20

Year	Newly Registered Apprentices	Journey person Certificates Issued (includes both apprentices and trade qualifiers)	Completions	Cancellations	Total Registered Apprentices
2019-20	1,527	805	898	804	6,273
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

Certificates issued from July 1, 2019 to June 30, 2020 :

- Journey person* - 805
- Proficiency* - 32
- Completion of Apprenticeship* - 901
- Learners* - 198
- Apprentice Year Cards (issued to each apprentice at the completion of a level of training) - 3,761

*For an explanation of the type of certificates issued, please see Page 64, Appendix H : Definitions of Terms Used in This Report.

**Saskatchewan Apprentice Registrations of Under-represented Groups
2015-16 to 2019-20**

Year	Total Number of Equity Members*	Total Women	Women in Predominantly Male Trades	Indigenous People	Visible Minorities	People with Disabilities
2019-20	2,161	686	325	1,110	263	427
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

* 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
2015-16 to 2019-20**

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
2019-20	317	4,187	351	114	542
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

**Indigenous Apprenticeship Participation
2015-16 to 2019-20**

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
2019-20	1,110	719	391	182	146	36
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

* Includes Inuit.

Indigenous individuals made up 17.7% of all registered apprentices in 2019-20.

Indigenous individuals were issued 22.6% of all journeyman certificates in 2019-20.

Appendix C: Registrations, Completions and Cancellations by Designated Trade 2019-20

Trade	Number of Apprentices June 30, 2019	Indentures	Cancellations	Completions	Total as of end June 30, 2020
Agricultural Equipment Technician	271	55	26	50	250
Aircraft Maintenance Engineer Technician*	0	0	0	0	0
Auto Body and Collision Technician	119	46	4	16	145
- Automotive Refinishing Technician	2	0	0	0	2
Automotive Service Technician	344	106	17	83	350
Boilermaker	17	6	1	7	15
Bricklayer	20	1	1	7	13
Cabinetmaker	5	0	2	0	3
Carpenter	765	164	123	99	707
- Framer	0	0	0	0	0
- Scaffolder	151	35	25	28	133
Construction Craft Labourer	43	5	11	1	36
Construction Electrician	1,273	230	147	152	1,204
Cook	89	17	6	4	96
Electronics Assembler	0	0	0	0	0
Esthetician - Nail Technician	1	2	0	0	3
Esthetician - Skin Care Technician	14	3	7	0	10
Food and Beverage Person	28	4	23	2	7
Glazier	3	0	1	0	4
Guest Services Representative	15	5	10	3	7
Hairstylist	237	123	1	63	296
Heavy Duty Equipment Technician	272	64	19	37	280
Industrial Mechanic (Millwright)	353	110	35	46	382
Instrumentation and Control Technician	101	31	9	19	104
Insulator (Heat and Frost)	32	0	5	3	24
Ironworker (Reinforcing)	0	1	0	0	1
Ironworker (Structural/Ornamental)	75	24	22	12	65
Landscape Horticulturist	5	0	1	1	3
Lather (Interior Systems Mechanic)	4	0	4	0	0
Locksmith	4	0	0	0	4
Machinist	73	27	9	7	84

Trade	Number of Apprentices June 30, 2019	Indentures	Cancellations	Completions	Total as of end June 30, 2020
Meat Cutter	0	0	0	0	0
Endorsement: Processor	0	0	0	0	0
Endorsement: Slaughterer	0	0	0	0	0
Metal Fabricator (Fitter)	40	18	7	0	51
Mobile Crane Operator	47	7	9	6	39
- Boom Truck Operator "A"	32	5	4	2	31
- Boom Truck Operator "B"	2	3	0	0	5
Painter And Decorator	1	3	0	0	4
Parts Technician	70	18	5	9	74
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	641	103	93	66	585
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	202	50	10	51	191
Recreation Vehicle Service Technician	1	5	0	1	5
Refrigeration and Air Conditioning Mechanic	114	22	10	10	116
Rig Technician - Derrickhand (Level Two)	13	1	7	0	7
Rig Technician - Driller (Level Three)	10	0	3	0	7
Rig Technician - Motorhand (Level One)	28	3	26	0	5
Roofer	31	9	7	0	33
Sheet Metal Worker	188	25	20	20	173
Sprinkler Fitter	32	8	5	9	26
Steamfitter-Pipefitter	141	19	29	14	117
- Petroleum Installer Technician	6	0	2	0	4
Tilesetter	1	0	1	0	0
Tower Crane Operator	3	0	1	0	4
Truck and Transport Mechanic	193	56	20	19	210
Water Well Driller	0	0	0	0	0
Welder	336	113	40	51	358
- Semiautomatic Welding Production Operator	0	0	0	0	0
TOTAL	6,448	1,527	804	898	6,273

* 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 2019-20

Trade	Enrolment Levels				
	All Levels	First	Second	Third	Fourth
Agricultural Equipment Technician	191	48	46	37	60
Aircraft Maintenance Engineer Technician ¹	0	0	0	0	0
Auto Body and Collision Technician	55	12	11	8	24
- Automotive Refinishing Technician	0	0	0	0	0
Automotive Service Technician	253	47	34	81	91
Boilermaker	0	0	0	0	0
Bricklayer	9	0	0	9	0
Cabinetmaker	0	0	0	0	0
Carpenter	421	91	92	101	137
- Framer	0	0	0	0	0
- Scaffolder	70	12	10	16	32
Construction Craft Labourer	6	0	6	0	0
Construction Electrician	731	82	238	161	250
Cook	34	15	10	9	0
Electronics Assembler	0	0	0	0	0
Esthetician - Nail Technician*	0	0	0	0	0
Esthetician - Skin Care Technician*	0	0	0	0	0
Food and Beverage Person**	4	4	0	0	0
Glazier	0	0	0	0	0
Guest Services Representative**	5	5	0	0	0
Hairstylist*	0	0	0	0	0
Heavy Duty Equipment Technician	130	47	24	47	12
Industrial Mechanic (Millwright)	197	35	44	58	60
Instrumentation and Control Technician	37	0	9	11	17
Insulator (Heat and Frost)	16	0	6	10	0
Ironworker (Reinforcing)	0	0	0	0	0
Ironworker (Structural/Ornamental)	24	0	5	19	0
Landscape Horticulturist	0	0	0	0	0
Lather (Interior Systems Mechanic)	0	0	0	0	0
Locksmith	0	0	0	0	0
Machinist	36	0	0	25	11
Meat Cutter	0	0	0	0	0
Metal Fabricator (Fitter)	33	11	10	12	0

Trade	Enrolment Levels				
Mobile Crane Operator	21	9	12	0	0
- Boom Truck Operator "A"	12	12	0	0	0
- Boom Truck Operator "B"	0	0	0	0	0
Painter and Decorator	0	0	0	0	0
Parts Technician	50	19	17	14	0
Pipeline Equipment Operator ²	0	0	0	0	0
Plumber	330	26	93	105	106
Pork Production Technician	0	0	0	0	0
Powerline Technician	150	49	58	0	43
Recreation Vehicle Service Technician	0	0	0	0	0
Refrigeration and Air Conditioning Mechanic	81	12	24	22	23
Rig Technician	0	0	0	0	0
Roofer	27	8	10	9	0
Sheet Metal Worker	64	8	12	22	22
Sprinkler Fitter	0	0	0	0	0
Steamfitter/Pipefitter	43	0	22	14	7
- Petroleum Installer Technician	3	3	0	0	0
Tilesetter	0	0	0	0	0
Tower Crane Operator	0	0	0	0	0
Truck and Transport Mechanic	72	12	0	23	37
Water Well Driller	0	0	0	0	0
Welder	151	36	44	71	0
- Semiautomatic Welding Production Operator	0	0	0	0	0
TOTAL	3,256	603	837	884	932
TOTAL apprentices trained (including OOP ⁺ and Upgraders)	3,469				
TOTAL apprentices trained (including OOP ⁺ , no Upgraders)	3,323				
TOTAL apprentices trained (including Upgraders, no OOP ⁺)	3,402	(SATCC-purchased training)			
TOTAL apprentices trained (no OOP ⁺ , no Upgraders)	3,256				
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:

Journey person Examinations 2019-20

Trade	Total Exams Written	Total Successful	Total Unsuccessful
Agricultural Equipment Technician	75	53	22
Aircraft Maintenance Engineer Technician*	0	0	0
Auto Body and Collision Technician	33	21	12
- Automotive Refinishing Technician	2	0	2
Automotive Service Technician	114	83	31
Boilermaker	7	6	1
Bricklayer	6	4	2
Cabinetmaker	0	0	0
Carpenter	183	99	84
- Framer	0	0	0
- Scaffolder	47	34	13
Construction Craft Labourer	7	4	3
Construction Electrician	281	142	139
Cook	43	10	33
Electronics Assembler	0	0	0
Esthetician - Nail Technician	6	5	1
Esthetician - Skin Care Technician	5	3	2
Food and Beverage Person	0	0	0
Glazier	1	1	0
Guest Services Representative	0	0	0
Hairstylist	201	144	57
Heavy Duty Equipment Technician	73	40	33
Industrial Mechanic (Millwright)	81	49	32
Instrumentation and Control Technician	44	19	25
Insulator (Heat and Frost)	8	6	2
Ironworker (Reinforcing)	0	0	0
Ironworker (Structural/Ornamental)	17	12	5
Landscape Horticulturist	1	1	0
Lather (Interior Systems Mechanic)	0	0	0
Locksmith	1	0	1
Machinist	25	10	15
Meat Cutter	0	0	0
Endorsement: Processor	0	0	0
Endorsement: Slaughterer	0	0	0
Metal Fabricator (Fitter)	8	4	4
Mobile Crane Operator	3	2	1
- Boom Truck Operator "A"	5	2	3

Trade	Total Exams Written	Total Successful	Total Unsuccessful
- Boom Truck Operator "B"	2	1	1
Painter And Decorator	6	2	4
Parts Technician	19	15	4
Pipeline Equipment Operator	0	0	0
Endorsement: Dozer Operator	0	0	0
Endorsement: Excavator Operator	0	0	0
Endorsement: Grader Operator	0	0	0
Endorsement: Sideboom Operator	0	0	0
Plumber	119	60	59
Pork Production Technician	0	0	0
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	49	39	10
Recreation Vehicle Service Technician	4	4	0
Refrigeration and Air Conditioning Mechanic	17	12	5
Rig Technician - Derrickhand (Level Two)	0	0	0
Rig Technician - Driller (Level Three)	1	0	1
Rig Technician - Motorhand (Level One)	3	3	0
Roofer	3	3	0
Sheet Metal Worker	35	17	18
Sprinkler Fitter	10	8	2
- Petroleum Installer Technician	2	1	1
Steamfitter-Pipefitter	40	21	19
Tilesetter	1	0	1
Tower Crane Operator	1	1	0
Truck and Transport Mechanic	49	22	27
Water Well Driller	0	0	0
Welder	120	69	51
- Semiautomatic Welding Production Operator	0	0	0
TOTAL	1,875	1,125	750
* Aircraft Maintenance Engineer Technicians are registered by Manitoba Apprenticeship, to comply with Transport Canada regulations.			

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
Auto Body and Collision Technician (IP)
 ◊ Automotive Refinishing Technician (IP)
Automotive Service Technician (IP)
Heavy Duty Equipment Technician (IP)
Parts Technician (IP)
Recreation Vehicle Service Technician (IP)
Truck and Transport Mechanic (IP)

◊ Represents a subtrade 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 subtrade is recognized with the Red Seal interprovincial status

+ Compulsory Trade

Appendix G: Balanced Scorecard

Reference Table

Measure	Description	Purpose	Methodology	2019-20 Target Explanation
Apprentice Registrations Lead: Operations	The number of new, reinstated and re-indentured registered apprentices is an indicator of growth in the SATCC system.	<p>Due to the demand nature of the apprenticeship system, the number of new, reinstated and re-indentured 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, reinstated and re-indentured registered 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.	13-14 to 14-15 (1.7) 14-15 to 15-16 (14.5) 15-16 to 16-17 (15.9) 16-17 to 17-18 (4.0) 17-18 to 18-19 (7.3) 5 yr. avg. (8.0) The Finance unit forecasts a 2018-19 total number of 2,121, using YTD numbers. Given a forecasted decline in the total number of apprentices of ~3%, 2,050 will be the number of new registrations forecast for each year from 2019-20 (rounded down from 2,057)
Total Apprentices Lead: Corporate Services and Operations	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.	13-14 to 14-15 (3.9) 14-15 to 15-16 (5.2) 15-16 to 16-17 (13.3) 16-17 to 17-18 (7.3) 17-18 to 18-19 (13.0) 5 yr. avg. (8.5) The year-end forecast for 2018-19 is 6,600 using YTD April numbers (6,712). There is a decline of 200 (3.0 per cent) forecasted for 2019-20, for a total of 6,400. The number of registrations is expected to decrease less while the number of cancellations and completions is expected to decrease as the majority of the registered apprentices from the peak in 2013-14 will have exited the system by 2019-20.

Measure	Description	Purpose	Methodology	2019-20 Target Explanation	
Trade Qualifiers (TQ) Lead : Operations	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>Any TQ registered during a certain month Minus</p> <p>Number of JPs issued to TQs between those same dates Minus</p> <p>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>Equals Current number of TQs in SATCC system for that month.</p>	13-14 to 14-15 14-15 to 15-16 15-16 to 16-17 16-17 to 17-18 17-18 to 18-19 5 yr. avg. growth	11.5 42.9 21.8 11.4 27.7 23.0
Technical Training Seats Lead: Corporate Services	Apprentices receive training on the job and by attending technical training. In order to achieve journey person certification an apprentice must attend technical training on an annual basis, as well as 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.	In 2019-20, this number will decrease to 4,850 seats purchased.	

Measure	Description	Purpose	Methodology	2019-20 Target Explanation	
Alternate Training Delivery Lead: Operations	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 April 2019, 503 of 4,751 seats purchased in 2018-19 were intended for alternate delivery. This means that 10.6% of all purchased seats are in this category. Management considers 10% of available seats to be offered in an alternate training format to be a 'standard of success'. Therefore, 10% will be the target for 2019-20	
Employer Consultations Lead: Operations	As of year-end, the total number of visits made to employer work sites to promote apprenticeship or to support apprentice.	This is a measure of service standards provided by field consultants to SATCC clients, both employers and apprentices.	5-year average of visits conducted.	2014-15 3,861 2015-16 4,445 2016-17 5,057 2017-18 4,200 2018-19 4,228 (forecast based on YTD performance) 5 yr. avg. 4,402	Management has set the target at 4,500 employer visits in 2019-20 based on a full staffing model for the field consultant area.

Measure	Description	Purpose	Methodology	2019-20 Target Explanation	
Trade Board Meetings Lead: Operations	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 Development Boards.	Trade boards provide a forum for trade-specific direction and general feedback to SATCC from industry partners. SATCC staff support the Trade Boards and record minutes of all meetings; the number of meetings is reported.	All meetings of the Trade Boards, Curriculum and Examination Development Boards and the Trade Examining Boards are counted. Dependent on specific industry concerns or developments, trade boards meet at least once per year and then on an as needed basis. The other two boards meet on an as needed basis. 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.	2014-15	153
				2015-16	128
				2016-17	136
				2017-18	130
				2018-19	121
				(as of Apr. 19)	
				5 yr. avg.	139.8
				Rounded to 140	

Measure	Description	Purpose	Methodology	2019-20 Target Explanation	
Journeyperson Certificates Issued (JCs) Lead: Operations and Corporate Services	The more journeyperson certificates (JCs) 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 journeyperson 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.	Current-year totals of lower-level apprentices are below those in their final year. This will have a negative impact on the issuance of journeyperson certificates in the next few years. Therefore; the forecast for 2019-20 is 1,175 JCs.	
Red Seal Exam Pass Rate Lead: Operations	The Red Seal secretariat publishes the percentage of apprentices who are successful at passing the Red Seal journeyperson 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 journeypersons 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 2018 results will be received in June 2019).	2014 80% 2015 80% 2016 76% 2017 73% 2018 71% 5 yr. avg. 75%	Management is maintaining the 75% target as it is slightly above the national average.

Measure	Description	Purpose	Methodology	2019-20 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.</p> <p>The completion rate for compulsory and non-compulsory trades is calculated on an annual basis (at year end) for information.</p>	2014-15	62.4
				2015-16	66.2
				2016-17	59.6
				2017-18	58.8
				2018-19	58.7
				(forecast as of Apr. 19)	
				5 yr. avg.	61.1%
				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 2019-20 is set at 60.0%.	
				The completion rate and averages for compulsory and non-compulsory groups are included below for information.	
				Compulsory trades	
				2014-15	69.0%
				2015-16	72.2%
				2016-17	64.8%
				2017-18	66.9%
				2018-19	56.2%
				5 yr. avg.	65.8%
				Non-Compulsory Trades	
				2014-15	58.8%
				2015-16	62.4%
				2016-17	56.3%
				2017-18	63.4%
				2018-19	58.1%
				(forecast as of Apr. 19)	
				5 yr. avg.	59.8%

Measure	Description	Purpose	Methodology	2019-20 Target Explanation	
Total Employers Lead: Operations	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.	2014-15 2,788 2015-16 2,689 2016-17 2,544 2017-18 2,387 2018-19 2,191 (YTD as of Apr. 19) 5 yr. avg. 2,520 19-20 forecast is rounded down to 2,150 given the current economic context.	
Indigenous Apprentices Lead: Operations	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.	2014-15 13.9 2015-16 15.2 2016-17 16.1 2017-18 16.8 2018-19 17.6 (YTD as of Apr. 19) 5 yr. avg. 5.9 15.9% of 6,400 = 1,017 (Rounded up to 1,100)	
Female Apprentices Lead: Operations	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.	2014-15 9.1 2015-16 9.3 2016-17 10.1 2017-18 10.3 2018-19 10.3 (YTD as of Apr. 19) 5 yr. avg. 9.8 9.8% of 6,400 = 627 Rounded to 700	
Female Apprentices in Predominantly Male Trades (PMT) Lead: Operations	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.	2014-15 454 2015-16 464 2016-17 417 2017-18 383 2018-19 340 (YTD as of Apr. 19) 5 yr. avg. 412 Rounded to 400	

Measure	Description	Purpose	Methodology	2019-20 Target Explanation	
Visible Minority Apprentices Lead: Operations	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.	2014-15 2.8 2015-16 3.3 2016-17 3.7 2017-18 4.3 2018-19 4.5 (forecast as of Apr. 19) 5 yr. avg. 3.7 3.7% of 6,400 = 237 Target rounded to 300 based on 2018-19 forecast of 300.	
Apprentices with Disabilities Lead: Operations	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.	Prior 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 450 based on forecast 2018-19 year end number.	
Employer Satisfaction with Training Lead: Operations	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: Operations	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	2019-20 Target Explanation
Trade Levels Harmonized Lead: Operations	<p>The National Harmonization effort requires input from provincial and territorial (P/T) stakeholders to come to consensus re:</p> <ul style="list-style-type: none"> • Use of Red Seal Name • Use of current National Occupational Analysis • Hours (work/training) • Levels • Sequence of Curriculum 	<p>Industry boards (Trade Boards and Curriculum and Examination and Development Boards) provide a forum for content-specific direction and specific feedback to the SATCC and the Harmonization Taskforce. This informs the Canadian Council of Directors of Apprenticeship's (CCDA) Harmonization efforts.</p> <p>SATCC staff support the Boards and collaborate with national, provincial and territorial partners to consult, develop and validate trade-specific information. Additionally, these meetings may be with training providers to validate provincial curriculum and delivery.</p>	<p>The number of harmonized technical training levels implemented as of the beginning of the technical training year.</p> <p>The implementation for harmonization is progressive, so the target will be a combination of 2 to 4 years. Trades with out-of-province training have been included.</p>	<p><u>2019-20: 17 Levels Harmonized</u></p> <p>Phase 1 Trades (Level 4)</p> <ul style="list-style-type: none"> • Carpenter <p>Phase 2 Trades (Level 3)</p> <ul style="list-style-type: none"> • Automotive Service Technician • Agricultural Equipment Technician • Heavy Duty Equipment Technician • Truck and Transport Mechanic • Construction Electrician • Industrial Mechanic (Millwright) • Plumber • Steamfitter/Pipefitter <p>Phase 3 Trades (Level 2)</p> <ul style="list-style-type: none"> • <i>Landscape Horticulturalist*</i> • Boilermaker* • Sprinkler Fitter* • Sheet Metal Worker <p>Phase 4 Trades (Level 1)</p> <ul style="list-style-type: none"> • Insulator (Heat and Frost) • Machinist • Refrigeration and Air Conditioning Mechanic • Rig Technician <p>*These trades have out-of-province training</p>

Measure	Description	Purpose	Methodology	2019-20 Target Explanation	
Industry Response Time Lead: Operations	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.	2014-15 88.5% 2015-16 99.4% 2016-17 100.0% 2017-18 98.9% 2018-19 99.9% (forecast as of Apr. 19) 5 yr. avg. 97.3% In management's opinion, a target of 95% represents a minimum standard of excellence.	
Ratio Compliance Lead: Operations	The SATCC has mandated apprentice to journeyman 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 journeyman 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% 2018-19 97.5% (forecast as of Apr. 19) 3 yr. avg. 98.7% In management's opinion, a target of 95% represents a minimum standard of excellence.	
Employer Satisfaction with SATCC Services Lead: Operations 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%	Target of 90% is set for 2019-20 as the survey will be completed by fall 2019.	
Apprentice Satisfaction with SATCC Services Lead: Operations 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%	Target of 90% is set for 2019-20 as the survey will be completed by fall 2019.	

Measure	Description	Purpose	Methodology	2019-20 Target Explanation	
Employee Engagement Lead: Communications	The Annual Employee Engagement Survey is an internally generated survey which asks employees a number of questions to measure aspects of job satisfaction. The results are tabulated and shared with employees.	Measure SATCC staff satisfaction with their job.	<p>The survey has been administered since 2012.</p> <p>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."</p>	2014 2015 2016 2017 2018 5 yr. avg. Target rounded to 80%.	68% 69% 74% 85% 81% 75%
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 a fiscal year divided by the projected number of registered apprentices on July 1, (for 2018-19, this was 5,270 seats divided by 7,300 apprentices = 72.2% rounded down to 73%)	In 2019-20, the target is 75.0% (4,850 seats divided by 6,400 apprentices = 75.7% rounded down)	
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> <p>2014-15 2015-16 2016-17 2017-18 2018-19 (2018-19 value estimated on April 19 numbers) 5-yr rolling avg. 97.5% rounded down to 95%</p>	

Measure	Description	Purpose	Methodology	2019-20 Target Explanation
Administrative Cost Change (ACC) 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 = [(2019-20 Budget AE – 2018-19 Budget AE)/2018-19 Budget AE] x 100</p> <p>ACC = [(\$9.060M – \$7.832M)/\$7.832M] x 100 = +15.7%</p> <p>2018-19 Budget AE = \$7.831M (= \$25.622M - \$17.753M - \$0.039M)</p> <p>2019-20 Budget AE = \$9.060M (= \$25.944M - \$16.869M - \$0.015M)</p> <p>The approximate \$1.228M increase in budgeted expenses can be attributed to the following:</p> <p>Program Integrity Strategy = \$244K</p> <p>SYA Pilot Program Expansion: \$751K</p> <p>Regular Operations: \$233K</p> <p>The ACC with the first two items removed is 3.0%</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 ¾'s the budgeted cost for the Apprenticeship Awards Banquet	<p>SYA Industry Scholarship</p> <p>2019-20 Target = \$50K</p> <p>2016-17 = \$38,000</p> <p>2017-18 = \$49,400</p> <p>2018-19 = \$53,020</p> <p>Average = \$46,807</p> <p>Target rounded to \$50K</p>

Measure	Description	Purpose	Methodology	2019-20 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 = \$5.406M Calculation = \$25.471 – \$20.064M = \$5.407M Total Revenue = \$25.471M GRF Grant = \$20.064M Non-Gov't Revenue Share = (\$5.406M/\$25.471M) x 100 = 21.2% rounded to 20% *Note: in 2019-20, the SATCC is anticipating receiving \$576K for AMS and \$167K for the SYA expansion pilot program Employment and Social Development Canada (ESDC). If the \$743K total is deducted from both the numerator and denominator, the share falls to 18.9%. This supports rounding the target to 20.0%

Appendix H:

Definition of Terms Used in This Report

Act and Regulations: *The Apprenticeship and Trade Certification Act, 2019* and *The Apprenticeship and Trade Certification Commission Regulations, 2020* 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: Construction Electrician, Plumber, Refrigeration and Air Conditioning Mechanic, Sheet Metal Worker and Sprinkler Fitter.

Designated Trade: An occupation designated under *The Apprenticeship and Trade Certification Act, 2019*. Designation of a trade 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 (JP): 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 (JC): A certificate issued to a person pursuant to Section 29 of *The Apprenticeship and Trade Certification Commission Regulations, 2020*.

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.

Subtrade: 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 (TQ): 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

Information Technology Office

Apprenticeship and Trade Certification Commission

2nd floor, 2221 Cornwall Street

Regina SK S4P 2L1

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