



**Commission Board of Directors**

**April 14, 2021**

**10:00 AM – 3:05 PM**

**Teams Virtual Meeting**

**Meeting Number 2020-2021-04**

**Members Present:**

Drew Tiefenbach (Chair)

Brett Vandale

Wayne Stadnyk

Aaron Laughlin

Darcy Smycniuk

Bryan Leier

Ryan Cunningham

Bernie Boutin

Susan Nedlecov-Anderson

Mike Pestill (left at 1:48 pm)

Jeff Sweet (Vice Chair)

Dana Paidel

Ian Knibbs

Ryan Cunningham

Karen Zunti

Brent Dubray (joined 10:40 am)

Leonard Manitoken

Alison Poelen

Mike Berkes

**Regrets:**

Wayne Worrall

Jessica Baldwin

Dion Malakoff

**Guests:**

Elaine Lafleur

**Staff:**

Jeff Ritter (part)

Shaun Augustin (part)

Dawn Stanger (part)

Sherry Morcom – Recorder (part)

Dave Peters (part)

Chelsea Coupal (part)

Oleksandra Sakhno (part)

AGENDA ITEM/DISCUSSION POINTS	ACTIONS
<b>Call to Order</b>	
<b>1. Adoption of the Agenda</b>	<b>Motion #2020-2021-04-01</b> There was consensus to approve the agenda.
<b>2. Minutes of February 3, 2021 and Business Arising</b>	<b>Motion #2020-2021-04-02</b> There was consensus to accept the Minutes of February 3, 2021
<b>3. Chair Report</b> <ul style="list-style-type: none"> <li>• The Chair Report was included in the meeting package.</li> <li>• There will be a survey following this meeting. Board members are encouraged to take the survey.</li> <li>• Prior to this meeting, an email was sent to Board members with questions. These will be discussed next on the agenda. The Roundtable questions are attached to the Chair's Report in the Board package, if you need a reminder of what they were.</li> </ul> <b>Industry representatives:</b> <ol style="list-style-type: none"> <li>1. What are you hearing from your peers in your sector about their labour market needs?</li> <li>2. How is the demand for apprentice training this year? More? Less?</li> <li>3. How has COVID impacted apprenticeship training / progression in your sector. (i.e., hybrid training success, delays progressing to the next level, etc.)</li> </ol> <b>Stakeholders:</b> <ol style="list-style-type: none"> <li>1. Are there any developments in the sectors you represent that may impact the apprenticeship system in the next 1 to 2 years?</li> </ol>	<b>Motion #2020-2021-04-03</b> There was consensus to accept the Chair Report as presented.

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<ul style="list-style-type: none"> <li>• The SATCC’s 2021-22 draft Business Plan will be discussed at today’s meeting.</li> <li>3) Roundtable Discussion (attached)</li> </ul>	
<p><b>4. CEO Report</b></p> <ul style="list-style-type: none"> <li>• The CEO Report was included in the meeting package.</li> <li>• On April 6, the Government of Saskatchewan released its provincial budget. The SATCC’s budget has been maintained. SATCC will receive \$20,064,000 in operating funding for 2021-22. The Senior Management Team has prepared an initial draft of the 2021-22 Business Plan that is in today’s Board package. The Commission Board of Directors will review an outline of the plan today and the final draft in June. It will be submitted to the Minister of Immigration and Career Training once it receives Board approval.</li> <li>• In February, the Board of Directors were informed that all harmonized Level 4 Construction Electrician technical training scheduled to take place at Saskatchewan Polytechnic campuses this spring has been cancelled due to the training provider’s inability to provide the training as scheduled. Four classes – two scheduled to take place at the Moose Jaw campus and two scheduled to take place at the Prince Albert campus – have been cancelled. These classes were scheduled to run from May 3 until June 25, 2021.</li> <li>• In March and April, emails were sent updating you on SATCC’s response to recent public health orders. On March 23, due to increased COVID-19 transmission risk in Regina and area, the Government of Saskatchewan issued updated public health orders for the city and surrounding communities. There is currently a travel advisory in place for</li> </ul>	<p><b>Motion #2020-2021-04-04</b></p> <p>There was consensus to accept the CEO Report as presented.</p>

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<p>Regina and area communities. Travel is not recommended in or out of the Regina area unless absolutely necessary.</p> <ul style="list-style-type: none"> <li>• The IT project has been experiencing delays. SATCC has since received clarity from the vendor (Solvera) regarding the significance of those delays. SATCC is now aiming to launch the system in summer 2021.</li> <li>• On March 31, during the Stand-up meeting I announced the initial future state for the SATCC new organizational design to SATCC’s staff. These changes are a result of the organizational design work that members of the Senior Management Team have been completing, with support from the Public Service Commission.</li> <li>• The SATCC Polar Plunge team was able to raise \$2,555. We exceeded our fundraising goal of \$2,000 and did a lot of good in our community.</li> </ul>	
<b>Decision Items</b>	
<p><b>5. 2021-22 Draft Business Plan</b></p> <ul style="list-style-type: none"> <li>• The draft 2021-22 Business Plan presents a summary of the priorities and the budget for the upcoming year. The proposed plan sees the completion of the major initiatives within the 2017- 22 Strategic Plan. Major themes for the 2021-22 Business Plan are: <ul style="list-style-type: none"> <li>○ Develop the 2022-27 Strategic Plan with the goal of positioning the SATCC to support current and future growth of the apprenticeship system;</li> <li>○ Develop an innovation and inclusion strategy to increase access to the apprenticeship model of training;</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>For Information and Discussion only.</b></li> </ul>

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<ul style="list-style-type: none"> <li>○ Focus on providing supports to increase apprentice and tradespersons successfully certifying;</li> <li>○ Improve regulatory oversight of the system; and</li> <li>○ Implement business process re-design, change management and organizational re-design to support the implementation of the new MyATC IT system with the goal of improving client service and access via self-service through the system.</li> <li>● The draft 2021-22 Budget projects a deficit of \$1.152M based on a mid-year resumption of normal business operations. The 2021-22 Budget assumes that Phase 5 of the Re-Open Saskatchewan Plan will be implemented by January 2022. The SATCC is budgeting the delivery of nearly 4,200 technical training seats (4,173 seats) in 2021-22. The proposed deficit will reduce the accumulated surplus to approximately \$2.5M and the undesignated financial assets to approximately \$260K.</li> <li>● Management will confirm the GRF Grant once the Government of Saskatchewan 2021-22 Budget is released. Management will draft a 'final' 2021-22 Business Plan/Budget for the June 2021 Board meeting incorporating any Board feedback/direction plus any updated information. The 'final' 2021-22 Business Plan/Budget will also include the performance measures and targets for the 2021-22 Balanced Scorecard.</li> <li>● The Commission Board will review the 2021-22 Business Plan in June 2021 for the purposes of recommending it to the Minister for his approval. The Minister is expected to review/approve the 2021-22 Business Plan over the summer of 2021 (typically August). Subsequently, the</li> </ul>	

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<p>Commission Board will adopt the 2021-22 Business Plan in late August/early September</p>	
<p><b>The Commission Board of Directors broke for lunch at 11:55 am The Commission Board of Directors meeting resumed at 12:45 pm</b></p>	
<p><b>6. CEO Contract Extension</b></p> <ul style="list-style-type: none"> <li>• <b>There was a brief in camera session.</b></li> </ul>	<p><b>Motion #2020-2021-04-05</b></p> <ul style="list-style-type: none"> <li>• There was consensus to approve the HR Committee recommendation that the SATCC Board of Directors approve the Board Chair send a letter to the CEO indicating the Board’s intention to enter into negotiations to extend the current CEO contract prior to its expiration on August 31, 2021.</li> </ul>
<p><b>7. Board Evaluation</b></p> <ul style="list-style-type: none"> <li>• The Governance Committee reviewed options for the scope, method, who should respond and the timelines at its most recent meeting.</li> <li>• Once the Board approves the recommended scoped and process for the 2021 Board evaluation Governance Solutions will begin the contacting Board members to complete evaluation process.</li> </ul>	<p><b>Motion #2020-2021-04-06</b></p> <ul style="list-style-type: none"> <li>• There was consensus to approve the 2021 Board Self Evaluation which will include the following: <ul style="list-style-type: none"> <li>○ The Board conduct a self-evaluation of board governance functions.</li> <li>○ Governance Solutions lead the process using the online survey developed by Governance Solutions and benchmarked with other boards self-evaluations using the same tool.</li> <li>○ Online surveys will be answered in late April 2021 early May 2021; interviews May 2021 reports compiled; facilitated dialogue between David Brown and SATCC Governance Committee and Board in June 2021 including post-evaluation recommendations.</li> </ul> </li> </ul>
<p><b>8. Board Governance Consultant</b></p> <ul style="list-style-type: none"> <li>• Award the one-year contract, with the ability to renew for up to 4 more years, to Governance Solutions.</li> </ul>	<p><b>Motion #2020-2021-04-07</b></p>

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<ul style="list-style-type: none"> <li>○ Pros: - Governance Solutions received the highest score on their proposal and is very close to the lowest bid (\$1,300.00 higher than the lowest bid). - Governance Solutions already has an understanding of SATCC’s unique governance model and business - Governance Solutions is recognized as one of the Canadian leaders in governance services and thinking</li> <li>○ Cons: - Governance Solutions is not a Saskatchewan based company, so generates negligible community benefits</li> <li>● Once the Governance Committee and Board of Director approve the award of the contract, the Board secretary will work with Governance Solutions and the CFO to finalize the contract.</li> </ul>	<ul style="list-style-type: none"> <li>● There was consensus to approve the awarding of the board governance consultant contract to Governance Solutions, with the ability to renew for up to four more years.</li> </ul>
<p><b>9. 2020-21 Board Policies Review</b></p> <ul style="list-style-type: none"> <li>i) A8 – Tablets Provided by SATCC to Board Members – Usage Policy</li> <li>ii) A9 Bring your Own Device Policy</li> <li>iii) F2 Financial Assets – Surplus Policy</li> </ul>	<p><b>Motion #2020-2021-04-08</b></p> <ul style="list-style-type: none"> <li>● There was consensus to approve the following policies: <ul style="list-style-type: none"> <li>○ Policy A8 Tablets Provided by SATCC to Board Members - Usage Policy</li> <li>○ Policy A9 Board Bring Your Own Device Policy</li> <li>○ F2 Financial Assets Surplus Policy Review</li> </ul> </li> </ul>
<p><b>10. SATCC Board Charter</b></p> <ul style="list-style-type: none"> <li>● The SATCC Board Charter (Charter) provides important foundational information for new board members. By having a regular review every two years, it serves as a useful reminder to all board members regarding their responsibilities, expected code of conduct and expectations regarding board member duties.</li> </ul>	<p><b>Motion #2020-2021-04-09</b></p> <ul style="list-style-type: none"> <li>● There was consensus to approve the SATCC Board Charter</li> </ul>

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<ul style="list-style-type: none"> <li>The current review of the document did not result in any major changes to the content. Some information required updating and some minor editing was completed.</li> </ul>	
<b>Committee Reports</b>	
<p><b>11. Trade Board Appointments Committee</b></p> <ul style="list-style-type: none"> <li>On behalf of the Trade Board Appointments Committee, Ian Knibbs reported the committee met on January 18, 2021.</li> </ul>	<p><b>There was consensus to accept the report as information.</b></p>
<p><b>12. Audit and Finance Committee</b></p> <ul style="list-style-type: none"> <li>On behalf of the Audit and Finance Committee, Brett Vandale reported the committee met on April 9, 2021. They were joined by the internal auditor.</li> <li>Shaun Augustin spoke to the Audit and Finance Committee items. <ul style="list-style-type: none"> <li><b>a. Pulse Check</b> <ul style="list-style-type: none"> <li>The Pulse Check has a subset of all performance measures included in the business plan. The Board will use this dashboard reporting to frame its questions and discussion of performance with the CEO and management to be have a more strategic and high level focus in its meeting deliberations.</li> </ul> </li> <li><b>b. Performance Management Measurement – Balanced Scorecard Reporting</b> <ul style="list-style-type: none"> <li>The ‘Balanced Scorecard at a Glance’ is used to summarize the SATCC performance measures on a regular basis for the Senior Management Team</li> </ul> </li> </ul> </li> </ul>	<p><b>There was consensus to accept the report as information.</b></p>



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<p>(SMT) and SATCC Board of Directors. To the end of February 2021, the SATCC is exceeding or achieving on 11 out of 32 measures (34.3% of the total) and progressing on another 6 measures (18.8%). Eight (8) measures are not being met (25.0% of the total) while seven (7) measures (21.9%) currently have a No Report status.</p> <p><b>c. YTD Budget to Actual</b></p> <ul style="list-style-type: none"> <li>• For the eight-month period ending Feb. 28, 2021, the SATCC’s year-to-date (YTD) surplus is \$2.615M as at Feb.28, 2021. The actual YTD surplus is higher than the budgeted surplus of \$2.0M budgeted in the first eight months of 2020-21 by \$615K (+30.7%).</li> </ul> <p><b>d. Training Schedule</b></p> <ul style="list-style-type: none"> <li>• The 2020-21 Budget assumed the SATCC will purchase 4,337 technical training seats.</li> <li>• As of February 28th, 958 seats have been officially cancelled, 761 seats have officially been added. No further seats are forecasted to be added and 34 seats are forecast to be cancelled. The total forecasted seats to be purchased in 2020-21 is 4,106. This is a reduction of 231 seats or 5.3 per cent.</li> </ul> <p><b>e. Financial Forecast</b></p> <ul style="list-style-type: none"> <li>• The SATCC is forecasting a deficit, after amortization, of \$726K in 2020-21 in comparison to the budgeted deficit of \$731K. This is a \$5K (+0.7%) decrease in the</li> </ul>	

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<p>budgeted deficit. The forecasted increase in the deficit is due to the following:</p> <ul style="list-style-type: none"> <li>○ Revenues are forecasted to be lower-than-budgeted by \$602K (-2.5%)</li> <li>○ Expenses are forecast to be lower than budget by \$607K (-2.4%)</li> <li>○ Management is also forecasting capital purchases to be \$940K (well above the \$25K allocated in the 2020-21 Budget)</li> </ul> <p>f. <b>IT Update</b></p> <ul style="list-style-type: none"> <li>● The vendor (Solvera) submitted a change request (CR) in late February 2021 to revise the schedule as it underestimated the amount of work required to complete the project. The ‘go-live’ date for the system is now scheduled for July 9 (instead of Mar.25). The vendor will not receive any increase in funding due to the fixed-price contract. However, the SATCC will have to pay an estimated \$220K more due to the ‘burn rate’ for project resources for it and Sask. Builds and Procurement’s Information Technology Division (ITD).</li> </ul> <p>g. <b>2020-21 Internal Audit Plan</b></p> <ul style="list-style-type: none"> <li>● In consultation with management, KPMG has drafted a proposed audit plan and will establish audit timing once input/approval is received from the Audit and Finance (A&amp;F) Committee.</li> </ul>	

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<p>h. <b>ERM Report</b></p> <ul style="list-style-type: none"> <li>The Commission Board of Directors identified and ranked 12 risks within the 2020-21 Enterprise Risk Management Plan. This report summarizes management's progress at addressing each risk identified in Q3 2020-21. To the end of Feb.2021, the SATCC is 'on track' in addressing seven (7) risks (58.7% of the total) and progressing on five (5) risks (41.7%). There are no risks in the Not Meeting or No Report categories</li> </ul>	
<p><b>13. Governance Committee</b></p> <ul style="list-style-type: none"> <li>On behalf of the Governance Committee, Dana Paidel reported the Committee did not meet.</li> </ul>	<p><b>There was consensus to accept the report for information.</b></p>
<p><b>14. Human Resources Committee</b></p> <ul style="list-style-type: none"> <li>On behalf of the Human Resources Committee, Drew Tiefenbach reported that the Committee did not meet.</li> </ul>	<p><b>There was consensus to accept the report for information.</b></p>
<p><b>15. Committee Minutes</b> Any committee minutes that have been approved are available in the Aprio library.</p>	<p><b>There was consensus to accept the report for information.</b></p>
<p><b>Information Items</b></p>	
<p><b>16. Compulsory Trade Registration</b></p>	<p><b>There was consensus to accept the report for information.</b></p>
<p><b>17. SATCC Human Resources Plan</b></p>	<p><b>There was consensus to accept the report for information.</b></p>

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18. Inter-jurisdictional Comparison	There was consensus to accept the report for information.
19. 2020-21 Hybrid Technical Training Survey	There was consensus to accept the report for information.
20. Buildforce LMI Forecast 2021-2030	There was consensus to accept the report for information.
21. Learning Disabled Outcomes 2019-20	There was consensus to accept the report for information.
22. Early Career Earnings	There was consensus to accept the report for information.
<b>Recurrent Information Items</b>	
<b>23. Commission Operational Update</b> <ul style="list-style-type: none"> <li>• This information is included and Directors are encouraged to share it with their respective stakeholders.</li> </ul>	There was consensus to accept the report for information.
<b>24. Other Business</b> <ul style="list-style-type: none"> <li>• There was no other business</li> </ul>	
Jeff Ritter, Shaun Augustin, Dave Peters, Chelsea Coupal, Dawn Stanger, Oleksandra Sakhno and Sherry Morcom left the meeting.	
<b>25. In-Camera</b>	
Jeff Ritter, Shaun Augustin, Dave Peters, Chelsea Coupal, Dawn Stanger, Oleksandra Sakhno and Sherry Morcom rejoined the meeting.	
<b>26. Next Meeting</b> <ul style="list-style-type: none"> <li>• June 23, 2021</li> </ul>	

AGENDA ITEM/DISCUSSION POINTS	ACTIONS
<b>27. Adjournment</b>	The meeting adjourned at 3:05 pm

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Commission/Committee Chairperson

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Commission/Committee Vice Chairperson

