



**Commission Board of Directors
February 2, 2022
10:00 AM – 2:30 PM
Teams Virtual Meeting**

Meeting Number 2021-2022-03

Members Present:

Drew Tiefenbach (Chair)

Brett Vandale

Mike Berkes

Aaron Laughlin

Darcy Smycniuk

Bryan Leier

Ryan Cunningham

Elaine Lafleur

Susan Nedlecov-Anderson

Wayne Worrall

Bernie Boutin

Dana Paidel

Ian Knibbs

Ryan Cunningham

Karen Zunti

Brent Dubray

Leonard Manitoken

Alison Poelen

Mike Pestill

Dion Malakoff

Regrets:

Jeff Sweet (Vice Chair)

Dawn Stanger

Wayne Stadnyk

Staff:

Jeff Ritter (part)

Sherry Morcom – Recorder (part)

Remi Poitras (part)

Kathy Fiedelleck (part)

Shaun Augustin (part)

Chelsea Coupal (part)

Dave Peters (part)

Elvis Kambeitz (part)

AGENDA ITEM/DISCUSSION POINTS	ACTIONS
Call to Order	
1. Adoption of the Agenda	Motion #2021-2022-03-01 There was consensus to approve the agenda.
2. Minutes of November 24, 2021 and Business Arising	Motion #2021-2022-03-02 There was consensus to accept the Minutes of November 24, 2021 with corrections.
3. Chair Report <ul style="list-style-type: none"> • The Chair Report was included in the meeting package. 	Motion #2021-2022-03-03 There was consensus to accept the Chair Report as presented.
4. CEO Report <ul style="list-style-type: none"> • The CEO Report was included in the meeting package. 	Motion #2021-2022-03-04 There was consensus to accept the CEO Report as presented.
Decision Items	
5. SATCC 2022-27 Draft Strategic Plan (For Information) <ul style="list-style-type: none"> • The SATCC’s current five-year strategic plan, ranging from 2017-22, will be completed in June 2022. Through a process led by Governance Solutions, a new five-year strategic plan for 2022-27 has been drafted in consultation with the Commission Board of Directors, industry stakeholders and SATCC management. • The purpose of this information item is to confirm the elements of the revised strategic plan. The final report from Governance Solutions and the draft strategic plan are attached. 	The Strategic Plan was presented for information only.

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<ul style="list-style-type: none"> • It should be noted the draft plan has not been updated to include all the revised strategies, actions and measures of success. This is under Management’s purview to develop once the Board confirms their agreement with the draft plan. This mirrors the process used in 2016 to confirm and approve the last five-year strategic plan. • The vision, mandate and values in the revised 2022-27 Strategic Plan are nearly identical to those found in the current strategic plan with some minor editing to reflect the discussion at the November planning session. • The BSC and Target columns are not included in the public document. • Board of Directors are encouraged to reach out to Shaun Augustin with suggestions. 	
<p>6. 2022-23 Fee Review</p> <ul style="list-style-type: none"> • Brett Vandale reported that the Audit and Finance committee met on January 28, 2022 and reviewed and approved the fee schedule changes. 	<p>Motion #2021-2022-03-05</p> <p>There was consensus to approve the tuition and select administration fees increase effective January 1, 2023 as follows:</p> <ul style="list-style-type: none"> • Tuition fees from \$105 to \$110 per week; • Apprentice Registration fee by \$50 (from \$200 to \$250); • Written Exam fee by \$50 (from \$125 to \$175); • Exam Review fee by \$50 (from \$125 to \$175); and • Eliminate providing first exam attempts at no charge (i.e. all first attempts at written and practical exams are currently not charged the fee. The recommendation is to eliminate providing the first attempt for free).

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<p>7. SATCC Committee Board Terms of Reference Dana Paidel reported that the Governance Committee met on January 19, 2022 and approved the following SATCC Committee Board Terms of Reference:</p> <ul style="list-style-type: none"> a) Audit and Finance Committee Terms of Reference b) Governance Committee Terms of Reference c) Human Resource Committee Terms of Reference d) Inclusion and Program Innovation Committee Terms of Reference 	<p>Motion #2021-2022-03-06 There was consensus to approve the following SATCC Committee Board Terms of Reference:</p> <ul style="list-style-type: none"> a) Audit and Finance Committee Terms of Reference b) Governance Committee Terms of Reference c) Human Resource Committee Terms of Reference d) Inclusion and Program Innovation Committee Terms of Reference
<p>8. SATCC Committee Board Policies Dana Paidel reported that the Governance Committee met on January 19, 2022 and approved the following SATCC Committee Board Policies:</p> <ul style="list-style-type: none"> a) Policy G9 CEO Evaluation b) Policy G10 CEO Succession c) Board Policy G16 CEO Short Term Incentive (STI) Program d) F1 Accounting Policies Review 	<p>Motion #2021-2022-03-07 There was consensus to approve the following SATCC Committee Board Policies:</p> <ul style="list-style-type: none"> a) Policy G9 CEO Evaluation b) Policy G10 CEO Succession c) Board Policy G16 CEO Short Term Incentive (STI) Program d) F1 Accounting Policies Review
<p>9. TB-CEDB-TEB Recommendations Ian Knibbs reported that the Trade Board Appointments Committee met on January 19, 2022 and approved the TB-CEDB-TEB appointments and removals.</p>	<p>Motion #2021-2022-03-08 There was consensus to approve the following TB-CEDB-TEB appointments and removals.</p>
Committee Reports	
<p>10. Audit and Finance Committee</p> <ul style="list-style-type: none"> • On behalf of the Audit and Finance Committee, Brett Vandale reported the committee met on January 28, 2022. 	<p>There was consensus to accept the report as information.</p>

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<ul style="list-style-type: none"> • Shaun Augustin spoke to the Audit and Finance Committee items. a. 2021-22 Internal Audit Plan <ul style="list-style-type: none"> • Internal Audit activities are now underway for 10 of the 15 audit projects included in the 2021-22 plan, with no more projects expected to begin until January 2022. Support for the on-going work from SATCC remains positive and we look forward to continuing with this valuable work. Based on internal audit work completed to date, no concerns or deficiencies have been identified for the 2021-22 projects. b. Saskatoon and Regina Lease <ul style="list-style-type: none"> • The Minister’s Office has been provided with documentation. SATCC is waiting to hear on the decision. Colleagues from ICT were thanked for their contribution to developing the package. c. MyATC Update <ul style="list-style-type: none"> • MyATC was launched internally within the SATCC on November 29, 2021. • On Jan. 10, 2022, MyATC was launched externally to external clients (e.g. apprentices, tradespersons, employers and joint training committees). • The project is currently under warranty period until January 25, 2022 and will be closing ahead of the previously approved date of February 15, 2022. As of January 10, 2022, 68 defects were identified with 50 of those defects already resolved. 	

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<ul style="list-style-type: none"> • The SATCC will be joining the Government of Saskatchewan (GOS) ServiceNow sustainment team for system maintenance and minor enhancements. • The SATCC has also formed an internal Change Control Board (CCB) to prioritize remaining system defects and future enhancement work based on urgency and impact. This prioritized work will be managed either through the GOS ServiceNow sustainment team or by the SATCC through vendor contracts. The MyATC project is currently forecasted to be approximately \$69K, or 4.0 per cent, under the revised budget of \$1.724M • There was a security breach at the onset, but this was resolved quickly. There were 7 access breaches, 4 individuals could see other client’s information. This was reported to the Privacy Commission immediately. <p>d. Enterprise Risk Management (ERM) Reporting – Q2 2021-22</p> <ul style="list-style-type: none"> • The Commission Board of Directors identified and ranked 14 risks within the 2021-22 Enterprise Risk Management Plan. This report summarizes management’s progress at addressing each risk identified into Q2 2021-22. • To the end of December 2021, the SATCC is: • ‘On track’ in addressing five (5) risks (35.7% of the total), • Progressing on six (6) risks (42.9%); and • ‘No report’ on three risks due to timing of work. 	

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<ul style="list-style-type: none"> • There are currently no risks with a ‘not meeting’ status. <p>e. Pulse Check</p> <ul style="list-style-type: none"> • 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. • Due to the SATCC IT system change from OCSM to MyATC, and the new system learning process, ATC staff regular activity and performance have been impacted. Use caution to analyze the year-over-year comparison results. <p>f. Performance Management Measurement – Balanced Scorecard Reporting</p> <ul style="list-style-type: none"> • The ‘Balanced Scorecard at a Glance’ is used to summarize the SATCC performance measures on a regular basis for the Senior Management Team (SMT) and SATCC Board of Directors. • To the end of December 2021, the SATCC is: • Exceeding or achieving on 16 out of 32 measures (53.1% of the total) • Progressing on another 4 measures (12.5%). • Ten (10) measures are not being met (28.1% of the total) • Two (2) measures (6.2%) currently have a No Report status. 	

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<ul style="list-style-type: none"> • Five (5) of the measures have been completed fully for 2021-22. <p>g. YTD Budget to Actual</p> <ul style="list-style-type: none"> • The SATCC’s year-to-date (YTD) surplus is \$5.7M as of December 31, 2021. This amount is greater than the budgeted surplus of \$2.2M budgeted in the first six months of 2021-22 by \$3.5M (+157.6%). • The higher than anticipated surplus is primarily due to: <ul style="list-style-type: none"> • YTD revenues are higher than budget by \$3.4M (24.3%) mainly due to an additional \$3.3M in funding from the Ministry of Immigration and Career Training (ICT) for the ‘Tiny Home’ Project; and • YTD expenses are lower than budget by \$78K (-0.7%) due to cost savings in most expense categories being mostly offset by higher-than-budgeted spending in Program Contractual Services <p>h. Training Schedule</p> <ul style="list-style-type: none"> • The 2021-22 Budget assumed the SATCC will purchase 4,173 technical training seats. As of December 31, 2021, 180 seats have been officially cancelled, 180 seats have officially been added, 59 seats are forecasted to be cancelled for the remainder of the training year. The total forecasted seats to be purchased in 2021-22 is 4,114. 	

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<ul style="list-style-type: none"> • Tuition revenue is forecasted to decrease \$140K. Training is forecasting a lower fill rate, cancellation of 59 seats, as well the postponed training seats that were added are not collecting tuition as it was already paid in 2020-21. • The Program Contractual Services expense line item is currently forecasted to be \$2.86M over budget in 2021-22. Direct training expenditures are forecasting lower by approximately \$586K due to the reduction in seats purchased and changes to training dates. • The Tiny Home Project proposals received exceeded expectations and plan to be over budget by \$3.26M. An additional funding of \$3.3M has been approved for the Tiny Home Project, which was not included in the approved budget, bringing the total cost of the funding to \$4.80M. • The Indigenous Apprenticeship Initiatives (IAI) program funding is forecasted to be over budget by \$304K. This will draw down the IAI designated asset. The Harmonization funding (spent on updating re-sequenced curriculum due to harmonization) is forecasted to be under budget by \$32K. Innovation funding, spent on developing new training/curriculum, is forecasted to be under budget by \$70K. <p>i. Financial Forecast</p> <ul style="list-style-type: none"> • The SATCC is forecasting a deficit, after amortization, of \$1.152M in 2021-22. This is \$186K (- 13.9%) lower 	

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<p>than the anticipated budgeted deficit of \$1.338M. The forecasted decrease in the deficit is due to the following:</p> <ul style="list-style-type: none"> • Revenues are forecasted to be higher-than-budgeted by \$3.15M (+12.3%) due to: <ul style="list-style-type: none"> ○ The Tiny Home Project was approved to receive additional funding of \$3.3M from the Ministry of Immigration and Career Training (ICT) that was not included in the 2021-22 Budget; ○ Client Fees are forecast to be less than budgeted by \$128K (-3.5%) with two main causes: <ul style="list-style-type: none"> ▪ Tuition revenue is forecasted to be \$140K below budget due to a lower fill rate and not collecting tuition from seats postponed in 2020-21 that were added into the 2021-22 training year; and ▪ Administrative fees are forecast to be approximately \$12K higher-than budgeted as a result of modest increases in new registrations. • Expenses are forecasted to be higher than budget by \$2.96M (+11.0%) due to: <ul style="list-style-type: none"> ○ Program Contractual Services is forecasted to be \$2.86M (+16.4%) higher than budget due the additional \$3.3M in unbudgeted expense from the Tiny Home project partially offset by cost savings from a reduction of 59 training seats compared to budget; and 	

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<ul style="list-style-type: none"> ○ Most other expense line items forecast are less than budgeted. The following highlights major changes that are forecasted: <ul style="list-style-type: none"> ▪ Salaries are forecasted to be lower-than-budget by \$70K (-1.2%) mainly due to position turnover (e.g., retirements and quits) leading to temporary vacancies partially offset by higher overtime due to the implementation of the MyATC system; ▪ Other Contractual Services is forecasted to be over budget by \$215K (+13.7%) mainly due to MyATC system development expense (estimated to be approximately \$190K higher than budgeted, including \$100K for enhancements), business process consulting expense and the cost to replace the SATCC's obsolete exam management software; ▪ Board Expenses are forecast to be \$11K (-10.2%) under budget mainly due to less travel and on-line meetings due to COVID-19; ▪ Travel expense is forecasted to be \$5K (-3.0%) under budget because of limited traveling due to Covid-19; ▪ Telephone cost is forecasted to be \$9K (11.6%) over budget due to higher costs for special cell phones for the Field Consultants satellite laptops; ▪ Advertising, Promotion, Printing is forecasted to be \$26K (-4.0%) under budget mainly due to the cancelation of the awards night banquet; 	

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<ul style="list-style-type: none"> ▪ Offices Supplies and Postage are forecasted to be \$14K (-10.1%) under budget due to business process adjustments from COVID-19 and MyATC. • Capital purchases are forecasted to be over budget by \$164K (14.2%) mainly due to the MyATC project tracking slightly over target: <ul style="list-style-type: none"> ○ MyATC ‘work-in-progress’ (WIP) accumulated \$603K in 2020-21. In the current fiscal year, management projected \$700K for MyATC capital cost leaving the project to be slightly over the approved budget by \$149K. It should be noted that amortization related to MyATC commenced in December and recorded at yearend; and ○ An additional \$15K is reserved for the new exam software and approximately \$27K in building improvements, furniture and equipment purchases is anticipated in the budget/forecast 	
<p>11. Governance Committee</p> <ul style="list-style-type: none"> • On behalf of the Governance Committee Dana Paidel reported that the Committee met on January 19, 2022. 	<p>There was consensus to accept the report as information. All items were decision items already dealt with earlier in the meeting.</p>
<p>12. HR Committee</p> <ul style="list-style-type: none"> • On behalf of the Human Resource Committee, Drew Tiefenbach reported the committee met on November 29, 2022. 	<p>There was consensus to accept the report as information.</p>
<p>Elvis Kambeitz joined the meeting 1:10 pm.</p>	

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<p>13. Trade Board Appointments Committee</p> <ul style="list-style-type: none"> On behalf of the Trade Board Appointments Committee, Ian Knibbs reported the committee met on January 17, 2022. The Trade Board Appointments Committee has been tasked with the review of all SATCC Trade Board meeting minutes for the Commission Board of Director’s information and/or action. The Trade Board minutes are reviewed to ensure the Commission Board of Directors are kept well-informed of the activities of the Trade Boards. Trade Board minutes are approved by the individual Trade Boards at their Annual meeting 	<p>There was consensus to accept the report as information. All decision items were already dealt with earlier in the meeting.</p>
<p>Elvis Kambeitz left the meeting at 1:20 pm.</p>	
<p>14. Committee Minutes Previously Approved.</p> <ul style="list-style-type: none"> Previously approved minutes are available in the Aprio Library. 	<p>There was consensus to accept the report as information.</p>
<p>Information Items</p>	
<p>15. 2021 Apprentice Survey</p> <ul style="list-style-type: none"> The key findings of the survey are: There was strong agreement in the overall satisfaction with service provided by SATCC staff (92%). This is above the 90 per cent performance management target by two per cent. There was strong agreement in the overall satisfaction with SATCC’s staff. A great majority agreed that the staff are friendly and courteous (91%), helpful (88%), knowledgeable (89%). Eighty-six per cent agreed 	<p>There was consensus to accept the report for information.</p>

AGENDA ITEM/DISCUSSION POINTS	ACTIONS
<p>they were able to speak with the staff person without difficulty.</p> <ul style="list-style-type: none"> • There is a high level of satisfaction among apprentices with on-the-job training (91%). The 90 per cent performance management target was exceeded by one per cent. Apprentices are highly satisfied with the different aspects of on-the-job training (92% to 95%). The technical knowledge and skill of their journey person was the highest factor rated. • About half of apprentices (52% or 316) attended technical training. Among them, the majority are satisfied with all aspects of the training received (76% to 86%) although somewhat less satisfaction in comparison to on-the-job training. The facilities and equipment for technical training was the highest rated aspect of training. • Nearly half of respondents (46%) report that their employer pays or reimburses the registration fee for the Contract of Apprenticeship, and around four of 10 (43%) say their employers pay tuition fees for technical training. However, 24 per cent report that employers only pay under some conditions. • One in six respondents is a SYA graduate. The great majority (94%) are satisfied that the program helped prepare them to become an apprentice. Of the benefits received, trade time credit toward completing an apprenticeship program was the most highly valued benefit (67%). 1 Measure the apprentices' satisfaction with nine of the SATCC services. The results exclude the service question directed to the hairstylist who 	

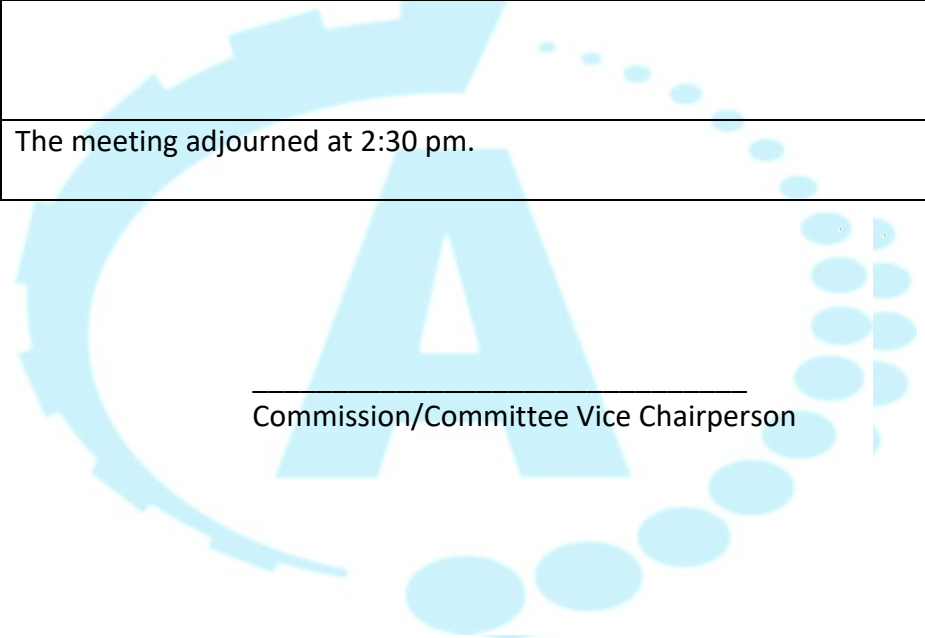
AGENDA ITEM/DISCUSSION POINTS	ACTIONS
<p>applied/received a certificate due to the low base (n=24). The combined rating includes average, above average and exceptional responses.</p> <ul style="list-style-type: none"> Approximately 60% to 70% of apprentices who responded to the survey indicate they would like to be able to complete SATCC services online. The percentage varies by the service provided 	
<p>16. 2021 Employer Survey</p> <ul style="list-style-type: none"> The key findings of the survey are: Employers have a high level of satisfaction with the quality of journeypersons who complete an apprenticeship (92%). This is above the 90 per cent performance management target. There was strong agreement in the overall satisfaction with service provided by SATCC staff (96%)¹ and exceeds the 90 per cent performance management target. Employers are highly satisfied with SATCC’s staff. A great majority agreed the staff are friendly and courteous (95%), knowledgeable and helpful (93%). Employers are highly satisfied with the different aspects of the apprenticeship. Almost all employers agreed they understand the apprenticeship process and earning potential involved with careers in skilled trades (98%) and are satisfied with the apprentice’s ability to contribute to the success of their company (96%). Six of 10 employers say they pay for or reimburse the registration fee for the Contract of Apprenticeship, and nearly six of 10 employers say they pay tuition fees for apprentices. About one-third (32%) say they pay tuition 	<p>There was consensus to accept the report for information.</p>

AGENDA ITEM/DISCUSSION POINTS	ACTIONS
<p>for all levels while another 25 per cent pay tuition under some conditions.</p> <ul style="list-style-type: none"> • Around one-third of employers (31%) are aware that some of their apprentices or journeypersons are SYA graduates, and virtually all of them (96%) feel these graduates perform as well or better than any other apprentice. • Approximately 80% of employers indicate they would like to be able to complete SATCC services online. • Around 4 of 10 employers are in the construction sector (42%). Nearly two-thirds (67%) of employers employ less than 10 employees and one to two apprentices (65%). 	
<p>17. 2020 Registerer Apprentice Information System (RAIS)</p> <ul style="list-style-type: none"> • Statistics Canada released its summary report on RAIS data from 2020 (calendar year). Here are some highlights from the report: • There were significant declines in new registrations and certifications in 2020. This is most likely attributable to COVID-19 although longer-term trends in the economy and labour market may have contributed; • There was an uneven impact across the skilled trades. Construction-related trades fared better in 2020 given that many construction-related industries were listed as essential services under COVID-19. Skilled trades in service areas were more negatively impacted because of COVID lockdown restrictions; • Both male and female apprentices were significantly negatively impacted but male apprentices fared marginally compared to their female counterparts; 	<p>There was consensus to accept the report for information.</p>

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<ul style="list-style-type: none"> • Demand for the skilled trades and apprenticeship is still expected to remain strong over the medium-to-long-term. However, the impact of COVID-19 in 2020 may continue to impact the supply of skilled tradespeople given the negative impact on registrations/certifications in 2020 plus delaying current apprentices' progression through the system 	
<p>18. Apprentice Success Enhancement Strategy</p> <ul style="list-style-type: none"> • The Saskatchewan Apprenticeship and Trades Certification Commission (SATCC) is developing a strategy to enhance the success of apprentices, both in technical training, but also in their on-the job training, ultimately leading to success during their apprenticeship and in achieving journeyman certification. The intent is to provide an operational oversight in response to decreasing pass rates on the journeyman certification examinations and increased numbers of struggling apprentices requiring supports during their education. • Operations has seen a growing number of apprentices struggle with the journeyman certification exam, even after numerous attempts, and has recently had confirmation within a progression report completed by the SATCC Research Unit that provides a correlation between poor grades early in technical training to subsequent difficulties in achieving certification. Although Operation's "action research" concluded the need for early intervention, this report confirmed anecdotal evidence gathered by interactions with our struggling clients and confirmed the importance of identifying those 	<p>There was consensus to accept the report for information.</p>

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<p>apprentices who may need support in their academic efforts and develop a strategy which is built based upon early intervention. The strategy will attempt to create an environment where the SATCC can provide proper supports for the gaps which may exist in an effort to enhance an apprentice’s opportunity for success.</p> <ul style="list-style-type: none"> • To implement an effective apprentice success enhancement strategy, the SATCC must consider establishing a program that will meet, as much as possible, an individual’s specific needs and will require an ability to determine as early as possible in an apprentice’s educational journey, what challenges may exist. Identifying and understanding the challenge(s), which may include identifying an apprentice’s essential skills gaps, consideration of trends within each of the trades and where specialization may be impacting upon the on-the-job component of learning, and ensuring technical training aligns with the journey person certification examination, as well as how to address these types of gaps, will be crucial to this strategy. 	
<p>19. 2021 Employee Engagement Survey Results</p> <ul style="list-style-type: none"> • In the 2021 Employee Engagement Survey, 81 per cent of employees agreed with the statement: “I find my work fulfilling and I look forward to coming to work each day.” <ul style="list-style-type: none"> ○ This achieves the 80 per cent target laid out in the 2021-22 Business Plan. ○ The top three reasons for agreement with this statement are: 	<p>There was consensus to accept the report for information.</p>

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<ul style="list-style-type: none"> ▪ Employees find their jobs rewarding; o Employees feel the work environment is supportive; and ▪ Employees enjoy their position or job in general. 	
Recurrent Information Items	
<p>20. Commission Operational Update</p> <ul style="list-style-type: none"> • This information is included, and Directors are encouraged to share it with their respective stakeholders. 	There was consensus to accept the report for information.
<p>21. Other Business</p> <ul style="list-style-type: none"> • There was no other business. 	
Jeff Ritter, Shaun Augustin, Chelsea Coupal, Dave Peters, Remi Poitras and Sherry Morcom left the meeting at 2:20 pm	
<p>22. In-Camera</p>	
<p>23. Next Meeting</p> <ul style="list-style-type: none"> • April 6, 2022 	
<p>24. Adjournment</p>	The meeting adjourned at 2:30 pm.



Commission/Committee Chairperson

Commission/Committee Vice Chairperson