



**Commission Board of Directors
December 1, 2022
10:00 AM – 12 noon
Hybrid Meeting**

Meeting Number 2022-2023-03

Members Present:

Drew Tiefenbach - Chair
Brett Vandale
Wayne Worrall
Leonard Manitoken
Darcy Smycniuk
Bryan Leier
Mike Pestill
Dion Malakoff
Aaron Laughlin

Jeff Sweet - Vice Chair
Dana Paidel
Ian Knibbs
Ryan Cunningham
Karen Zunti
Alison Poelen
Elaine Lafleur
Brent Dubray

Regrets:

Bernie Boutin

Mike Berkes

Staff:

Jeff Ritter (part)
Shaun Augustin (part)
Sherry Morcom – Recorder (part)
Remi Poitras (part)

Nancy Porter (part)
Chelsea Coupal (part)
Dave Peters (part – virtual)
Danelle Reiss (part)

| AGENDA ITEM/DISCUSSION POINTS | ACTIONS |
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| Call to Order | |
| 1. Adoption of the Agenda | Motion #2022-2023-03-01 There was consensus to approve the agenda. |
| 2. Minutes of September 28, 2022 and Business Arising Business Arising | Motion #2022-2023-03-02 There was consensus to approve the Minutes of September 28, 2022 with the removal of the dollar amounts from Item #9 – CEO 2021-22 Short Term Incentive Plan. |
| 3. Chair Report <ul style="list-style-type: none"> • The Chair Report was included in the meeting package. • The Chair, the CEO and the COO attended the CCDA National Stakeholder meeting and the Fall Meeting in Ottawa, November 22-24. • The Chair attended also attended the Interprovincial Alliance of Board Chairs of Canada meeting on November 23 to discuss concerns within their provinces. | Motion #2022-2023-03-03 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. • The Senior Indigenous Advisor and CEO attended meetings in north central Saskatchewan between November 7 to November 10. Meetings took place with: <ul style="list-style-type: none"> • Lac La Ronge Indian Band Education Department • Sturgeon Lake First Nation • Agency Chiefs Tribal Council • SITAG/SIIT • Elder Jimmy Montgrand • Steve Innes, CEO of Northern Career Quest • Pinehouse community leaders • Representatives from LLRIB (Kitsaki Management) • Former Coordinator of Northern Apprenticeship Committee | Motion #2022-2023-03-04 There was consensus to accept the CEO Report as presented. |

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| Decision Items | |
| <p>5. 2023-26 Internal Audit Contract Extension</p> <ul style="list-style-type: none"> • On behalf of the Audit & Finance Committee, Shaun Augustin reported that the committee met on November 28, 2022. • Through a Negotiated Request-for-Proposal (NRFP) process, KPMG was the successful bidder to serve as the SATCC’s internal auditor for three years. The three-year contract started in 2020-21. This makes 2022-23 the final year of the initial contract. The original NRFP provides the SATCC with the ability to extend the contract for one three-year period (for a total period of six years). • There were no concerns or issues with the performance of KPMG from the perspective of management. | <p>Motion #2022-2023-03-05</p> <p>There was consensus to approve the recommendation to negotiate a renewal of the Internal Audit Contract with KPMG.</p> |
| <p>6. Appointment and Removal of Members to SATCC TBs, CEDBs and TEBS</p> <ul style="list-style-type: none"> • On behalf of the Trade Board Appointments Committee, Ian Knibbs reported the committee met on November 7, 2022. | <p>Motion #2022-2023-03-06</p> <p>There was consensus to approve the appointment and removal of members to the Saskatchewan Apprenticeship and Trade Certification (SATCC) Trade Boards (TBs), Trade Examining Boards (TEBs), or Curriculum and Examination Development Boards (CEDBs).</p> |
| Committee Reports | |
| <p>7. 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 November 28, 2022. • Shaun Augustin spoke on the Audit and Finance Committee items. <ul style="list-style-type: none"> a. Pulse Check <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 | <p>There was consensus to accept the report for information.</p> |

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| <p>discussion of performance with the CEO and management to be have a more strategic and high level focus in its meeting deliberations.</p> <ul style="list-style-type: none"> • Maximizing Efficiencies tables were an addition to the item. Through MyATC, processing times can be tracked more efficiently. • There are exceptions at times for processing trade-time and the system can't recognize what process is needed and a manual work around is required. <p>b. 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 October 2022, the SATCC is exceeding or achieving on 11 out of 34 measures (32.3% of the total) and progressing on nine (9) measures (26.5%). Five (5) measures are not being met (14.7% of the total) while nine (9) measures (26.5%) currently have a No Report status. <p>c. YTD Budget to Actual</p> <ul style="list-style-type: none"> • The SATCC's year-to-date (YTD) surplus is \$1.467M as at October 31, 2022. The actual YTD surplus is less than the budgeted surplus of \$1.896M budgeted in the first four months of 2022-23 by \$429K (-22.6%). The minimum surplus is primarily due to: <ol style="list-style-type: none"> 1. YTD revenues are lower than budget by \$20K (-0.2%) mainly due to lower Client Fees than anticipated mostly offset by higher interest payments earned; and | |

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| <p>2. YTD expenses are higher than budget by \$409K (6.6%) primarily because unanticipated cost savings in most expense categories to-date offset by payments for the Tiny Homes Program (THP)</p> <p>d. Training Schedule</p> <ul style="list-style-type: none"> • The 2022-23 Budget assumed the SATCC will purchase 4,218 technical training seats. As of Oct.31st, 328 seats have officially been added, 308 seats have officially been cancelled. An additional 24 seats are forecasted to be added and 103 seats forecasted to be cancelled. This is a forecasted reduction of 59 seats, down to 4,159 seats for 2022-23, or a reduction of 1.4 per cent. • Tuition revenue is forecasted to decrease \$150K. The current fill rate is 92.3%. Less tuition revenue is forecasted due to the lower fill rate and forecast of cancelled seats. • The Program Contractual Services expense line item is currently forecasted to be \$454K over budget in 2022-23. Direct training expenditures are forecasted to be under budget by \$90K. • The Tiny Home Projects (THP) was carried over into 2022-23 as projects were unable to complete last fiscal due to sourcing of materials and other delays. A designated asset was put in place to allow for completion of these projects. There is approximately \$456K of outstanding expenditures to draw down the designated asset. Projection for completion of the remaining projects is November 2022. • The Indigenous Apprenticeship Initiatives (IAI) program funding is forecasted to be over budget \$121K. 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 \$57K. Innovation | |

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| <p>funding, spent on developing new training/curriculum, is forecasted to be over budget by \$36K due to the addition of the Ochapowace Welder Pre-employment Project.</p> <p>e. Financial Forecast</p> <ul style="list-style-type: none"> • The SATCC is forecasting a deficit, after amortization, of \$2.207M in 2022-23 in comparison to the budgeted deficit of \$2.054M. This is a \$153K (+7.5%) increase in the budgeted deficit. The forecasted increase in the deficit is due to the following: <ul style="list-style-type: none"> • Revenues are forecasted to be higher-than-budgeted by \$22K (+0.1%) due to: <ul style="list-style-type: none"> ○ Client Fees are forecast to be lower-than-budgeted by \$107K (-2.7%) with two main causes: <ul style="list-style-type: none"> ▪ Tuition revenue is forecast to be \$150K below budget due to less seats being charged the \$110 per week tuition rate in 2023 than originally budgeted partially offset by an increase in training seats purchased; and ▪ Administrative fees are forecast to be approximately \$43K higher-than-budgeted as a result from increased numbers of new registrations, certification exams and other services plus the increase in administrative fee rates in 2023; and ○ Interest Payments are forecast to be \$114K (+827.5%) higher-than-budget due to interest rate increases by the Bank of Canada. • Expenses are forecast to be higher than budget by \$175K (+0.7%) due to: | |

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| <ul style="list-style-type: none"> ○ Most expense categories being less than budgeted. The following expense categories highlight major reductions in expenses: <ul style="list-style-type: none"> ▪ A forecasted reduction in Salaries of \$205K (-0.1%) mainly due to vacancies; ▪ Program Contractual Services is forecast to be \$454K (+2.8%) higher than budget due to increased Sask. Polytechnic training cost and continued payments for Tiny Homes Program expenses; ▪ Other Contractual Services is forecast to be \$76K (+5.4%) lower than budget mainly due to reduction of legal fees budgeted. ▪ Board expenses is forecasted to be \$17K (+15.3%) higher than budget mainly due to the conversion of honorarium payments to consulting fees earlier this year. ▪ Space rental is forecasted to be \$24K (+3.3%) higher than budget mainly due to additional leasehold improvements and revised lease agreements for Regina and Saskatoon exam centers; and ▪ Postage & Office Supplies are forecast to be lower than budget by \$23K (-32.4%) because less office supplies are being purchased and lower mail volume due to business process changes. ● Management is forecasting capital purchases of: <ul style="list-style-type: none"> ○ \$50K to be spent on system development costs ○ \$27K in building improvements, furniture, and equipment purchases. | |

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| <p>f. Internal Audit</p> <ul style="list-style-type: none"> • This report is generated by KPMG (James Barr) and is independent of SATCC management. • Internal Audit activities are either completed or underway for 5 of the 13 audit projects included in the 2022-23 plan. Since the last A&F Committee meeting, we commenced 2 audits and issued no final reports. • No audits were scheduled to be reported upon during this period and none have been reported since the prior meeting. <p>g. Enterprise Risk Management Reporting</p> <ul style="list-style-type: none"> • The Commission Board of Directors identified and ranked 15 risks within the 2022-23 Enterprise Risk Management Plan. This report summarizes management’s progress at addressing each risk identified into Q1 2022-23. To the end of September 2022, the SATCC is: <ul style="list-style-type: none"> ○ “On track’ in addressing eight (8) risks (53.3% of the total) ○ Progressing on six (6) risks (40.0%) ○ ‘No report’ on one (1) risk due to timing of work. ○ There are currently no risks with a ‘not meeting’ status. | |
| <p>8. Governance Committee</p> <ul style="list-style-type: none"> • On behalf of the Governance Committee, Dana Paidel reported the Committee did not meet. | <p>There was consensus to accept the report for information.</p> |

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| <p>9. Human Resources Committee</p> <ul style="list-style-type: none"> • On behalf of the Human Resources Committee, Drew Tiefenbach reported that the Committee met on November 16, 2022. • The committee looked at the preliminary results of the STI Report and there were no concerns for discussion. | <p>There was consensus to accept the report for information.</p> |
| <p>10. Committee Minutes</p> <ul style="list-style-type: none"> • Any committee minutes that have been approved are available in the Aprio library. | <p>There was consensus to accept the report for information.</p> |
| <p>11. The Impacts of COVID-19 a Year Later: Apprentice Perspectives.</p> <ul style="list-style-type: none"> • The ePanel had approximately 3,500 panelists at the time of the survey. A total of 619 survey respondents completed the survey for an overall response rate of 18%. • According to the report, the methodology and respondent profile of the survey are as follows: <ul style="list-style-type: none"> • Trade Status: Most respondents were registered apprentices (N=311) or certified journeypersons (N=300). • Trade: Most respondents worked as construction electricians (20%), automotive service technicians (9%) or carpenters, heavy duty equipment technicians and plumbers (8% each). • Sector: Industrial construction (36%), residential construction (16%), automotive (13%), mining (8%), manufacturing (7%), and transportation and warehousing (5%). • Location: Respondents were from Alberta (45%), Ontario (16%), British Columbia (16%), and Nova Scotia (12%). Less than 5% were from the other provinces/territories. • Gender: 75% of the respondents were men and 23% were women. • Under-Represented Groups: Visible minority (11%), Indigenous peoples (7%), persons with disabilities (4%) and | <p>There was consensus to accept the report as information.</p> |

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| <p>recent immigrants or refugees (2%). 70% of respondents identified as not being from any under-represented group.</p> <ul style="list-style-type: none"> • According to Statistics Canada, “There were 55,455 new registrations in apprenticeship programs in 2020, down 28.5% (-22,119) from a year earlier, and 35,256 certifications, down 32.7% (-17,112).” | |
| <p>12. Trade Board Appointments Committee</p> <ul style="list-style-type: none"> • Trade Board Minutes - The complete minutes of each of these meetings can be found in the Aprio Library (Library/Documents/Trade Board Minutes/2021-2022/2022-12-01) | <p>There was consensus to accept the report for information.</p> |
| <p>Information Items</p> | |
| <p>13. Stats Canada</p> <ul style="list-style-type: none"> • The When analyzing the educational pathways of apprentices who registered in apprenticeship between 2008 and 2010, and discontinued their programs within six years, these are the key findings: <ul style="list-style-type: none"> • More than four in 10 apprentices discontinued their program within six years. • Male apprentices had lower discontinuation rates than female apprentices (43% vs. 49%). This was true for many trades, especially those where women are underrepresented. When women made up most registrations, female apprentices had discontinuation rates similar or lower than male apprentices. • Six in 10 discontinuers exited the postsecondary system by 2019. The remaining 40 per cent undertook further education, but the paths were different for men and women. • Few discontinuers (5% of men and 2% of women) returned to the program they discontinued. Men (27%) | <p>There was consensus to accept the report for information.</p> |

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| <p>were more likely than women (10%) to apprentice in another trade. In contrast, women (30%) were more likely than men (17%) to pursue another postsecondary program at a public college or university.</p> <ul style="list-style-type: none"> • Younger discontinuers were more likely to enroll in another postsecondary education or training program. Discontinuers who attended a postsecondary institution had a median age of 20, while those who studied another trade had median ages of 22 for men and 23 for women. • Some discontinuers appeared to be pursuing a related field of study. | |
| <p>14. Canadian Council of Directors of Apprenticeship (CCDA) National Stakeholder and Fall Meetings</p> <ul style="list-style-type: none"> • The CCDA had their meetings on November 22-24, 2022, in Ottawa. • Jeff Ritter, CEO attended in person, along with Dave Peters, | <p>There was consensus to accept the report for information.</p> |
| <p>15. 2022-23 Technical Training Exit Survey Preliminary Results</p> <ul style="list-style-type: none"> • This information is shared with SaskPoly Technical. The bulk of the survey respondents take technical training through SaskPoly. • The SATCC is conducting the 2022-23 Technical Training Exit Survey to understand apprentices' program satisfaction with the delivery model, evaluate learning experiences, assess career progression and success perceptions and gather feedback on improvement opportunities. • As of Nov. 21, 2022, 84 apprentices have responded to the survey. Most apprentices received in-person technical training (93% or 78). | <p>There was consensus to accept the report for information.</p> |

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| Recurrent Information Items | |
| 16. Commission Operational Update <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. |
| 17. Other Business <ul style="list-style-type: none"> There will be a survey for the SATCC Apprenticeship Awards developed. Constructive feedback would be appreciated. | |
| Jeff Ritter, Shaun Augustin, Chelsea Coupal, Nancy Porter, Danelle Reiss, Dave Peters, Remi Poitras and Sherry Morcom left the meeting at 11:52 | |
| 18. In-Camera <ul style="list-style-type: none"> It was noted that the Strategic Planning was well received. | |
| Jeff Ritter, Shaun Augustin, Chelsea Coupal, Nancy Porter, Danelle Reiss, Dave Peters, Remi Poitras and Sherry Morcom rejoined the meeting at 11:59 | |
| 19. Next Meeting <ul style="list-style-type: none"> February 1, 2023 | |
| 20. Adjournment | The meeting adjourned at 12 noon. |

Commission/Committee Chairperson

Commission/Committee Vice Chairperson

