

Commission Board of Directors

June 21, 2023

9:00 AM – 4:00 PM

Hybrid Meeting

Meeting Number 2022-2023-06

Members Present:

Drew Tiefenbach - Chair
Brett Vandale
Wayne Worrall
Leonard Manitoken
Darcy Smycniuk
Bryan Leier
Aaron Laughlin
Ryan Cunningham

Jeff Sweet - Vice Chair
Dana Paidel
Mike Berkes
Karen Zunti
Alison Poelen
Elaine Lafleur
Brent Dubray

Regrets:

Elaine LaFleur
Mike Pesthill

Ian Knibbs
Bernie Boutin

Guests:

Justin Hoyes
Dawn Wreford
Karen Low
Rob DeRooy

Julien Brazeau
Mike Walter
Chris Lysitza
Elder Connie Wajunta

Staff:

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

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

AGENDA ITEM/DISCUSSION POINTS	ACTIONS
Call to Order	
1. Adoption of the Agenda	Motion #2022-2023-06-01 There was consensus to approve the agenda.
2. Introductions	Current Board Directors, incoming Board Directors and Senior Management Staff introduced themselves.
3. Board Orientation	Elder Connie Wajunta opened the Board Orientation with a prayer.
4. Minutes of April 5, 2023 and Business Arising Business Arising There was no Business Arising	Motion #2022-2023-06-02 There was consensus to approve the Minutes of April 5, 2023.
5. Chair Report <ul style="list-style-type: none"> The Chair Report was included in the meeting package. The Chair reported that the request from Alastair MacFadden to provide a brief overview of the Building a Green Prairie Economy Act and to collect input from SATCC management was declined in accordance with policy A3. 	Motion #2022-2023-06-03 There was consensus to accept the Chair Report as presented.
6. CEO Report <ul style="list-style-type: none"> The CEO Report was included in the meeting package. SaskPoly notified SATCC that they did not wish to proceed with requiring students enrolled in skilled trade pre-apprenticeship/certificate programs to register with SATCC at this time. 	Motion #2022-2023-06-04 There was consensus to accept the CEO Report as presented.
Decision Items	
7. 2023-24 SATCC Business Plan and Budget <ul style="list-style-type: none"> The measures will be updated using the three-year averages. Management has made modest changes in finalizing the 2023-24 Business Plan. The changes from the initial draft are listed below: <ul style="list-style-type: none"> Added the language for the Statement from the Minister; 	Motion #2022-2023-06-05 There was consensus to approve forwarding the SATCC 2023-24 Business Plan to Minister Harrison for approval.

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<ul style="list-style-type: none"> • In the Response to Government Direction section, added language on the demand for apprenticeship. This section describes some of the relevant economic activity/forecasts that support the SATCC's anticipated growth of the apprenticeship system; • The 2023-24 Budget has been revised to add expenses previously not identified; • The targets for the measures in the Balanced Scorecard have been added; and • A summary table of the 2023-24 ERM Plan's risks are now included. 	
<p>8. 2023-24 Enterprise Risk Management Plan</p> <ul style="list-style-type: none"> • SATCC reported on 15 risks in its 2022-23 ERM Plan. For 2023-24, management is recommending 15 total risks with the following changes: <ul style="list-style-type: none"> • Replace the Low Adoption of MyATC and Lack of Features/Benefits in MyATC risks with MyATC Benefits Not Fully Realized. The rationale for this change is the two existing MyATC risks are project related while the new risk is better suited for MyATC being operationalized; and • Adding Red Seal Assessments May Not Be Valid risk. This risk suggests that certification examinations may not reflect current industry standards and practices. Adding the risk allows the SATCC to document how it mitigates this risk. • The ERM plan identifies a total of 15 risks across the following seven key risk areas: <ul style="list-style-type: none"> • Strategic; • Financial; • IT/Systems; • Operational; • Compliance; • Reputational; and • External 	<p>Motion #2022-2023-06-06</p> <p>There was consensus to approve 2023-24 ERM Plan with 15 risks.</p>

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<p>9. 2023-24 Internal Audit Plan</p> <ul style="list-style-type: none"> The proposed 2023-24 Audit Plan includes 8 projects (13 in 2022-23). In consultation with management, KPMG has drafted the proposed audit plan. Upon approval, KPMG will work with management to establish project timing in 2023-24. 	<p>Motion #2022-2023-06-07</p> <p>There was consensus to approve the 2023-24 Internal Audit Plan</p>
<p>10. Bricklayer Practical Assessment</p> <ul style="list-style-type: none"> On behalf of the Standards Committee, Evan Jamieson reported the committee met on May 30, 2023. The Bricklayer Trade Board have made the following recommendations to Saskatchewan Polytechnic for the practical assessments: <ul style="list-style-type: none"> The end of level practical assessment will be administered and assessed by Sask Polytechnic at the end of each level of Bricklayer Technical Training. Each end of level practical assessment will grant an apprentice 1 training credit and is considered as a stand-alone course. The minimum passing grade is 60%. Failure to reach this mark could place apprentices into a partial failure/failure situation as per the agreed up SATCC/Sask Poly supplemental policy. Apprentices will be given the end of level practical assessment project plans and benchmarks at the beginning of each technical training period to properly prepare for assessment. The final assessment will be completed by each apprentice individually. Apprentices will have a set amount of time to complete the assessment. The assessment will be completed in one session. Implementing an end of level practical assessment will require the allocation of 6 hours from the established curriculum. The Bricklayer Trade Board and Curriculum and Examination Development Board have recommended subtracting 6 hours of <i>Masonry Systems</i> from each level of technical training, as it is the largest course and its 	<p>Motion #2022-2023-06-08</p> <p>There was consensus to approve the proposal to develop and deliver end of level practical assessments in each level of Bricklayer Technical Training.</p>

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corresponding tasks have already been incorporated into other courses.	
<p>11. Carpenter Trade Time</p> <ul style="list-style-type: none"> On behalf of the Standards Committee, Evan Jamieson reported the committee met on May 30, 2023. Coming out of a post-implementation harmonization review, the Carpenter Trade Board has begun working with Saskatchewan Polytechnic's Carpentry Program to revise SATCC's current harmonized program to address concerns about apprentice success on both the certification examination and in industry as new journeypersons. This would adjust the program structure to the following: <ul style="list-style-type: none"> Level 1 – 8 weeks Level 2 – 7 weeks Level 3 – 7 weeks Level 4 – 8 weeks 	<p>Motion #2022-2023-06-09</p> <p>There was consensus to approve an increase in the total number of technical training weeks in Carpenter Level 1 and Level 4 from 7 weeks to 8 weeks.</p>
<p>12. 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, Evan Jamieson reported the committee met on June 5, 2023. 	<p>Motion #2022-2023-06-10</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>
<p>13. SATCC Board Policies</p> <ul style="list-style-type: none"> On behalf of the Governance Committee, Dana Paidel reported that the Committee met on June 7, 2023. 	<p>Motion #2022-2023-06-11</p> <p>There was consensus to approve the proposed changes to the following policies.</p> <ol style="list-style-type: none"> P1 Process for Designating or Removing the Designation for a Voluntary Trade or Sector P2 Revisions to Curriculum or Technical Training P3 Responding to Requests for Use of Trade Marks and Logos G12 Trade Board Chair Selection G13 Trade Board Vacancies G14 Trade Board Size F5 Accounts Receivable (AR) Collection & Write-Off or Cancellation

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The SATCC Board Directors broke for lunch 12:10-1:00	
<p>14. SATCC Appeals Committee Options</p> <ul style="list-style-type: none"> • This recommendation provides cost effective, impartial and competent legal advice separate from management. • Information provided to the Ad hoc Appeals Committee will be based upon best practices of administrative law for tribunals. • The Office of Tribunal Counsel is an independent unit of the Ministry of Justice who provides legal advice to arm's length from government decision makers. • The OTC provides counsel during tribunals and ongoing education to the board of directors regarding the board responsibilities. 	<p>Motion #2022-2023-06-12</p> <p>There was consensus to approve the recommendation that the SATCC Board of Directors secure the services of the Office of Tribunal Counsel participate in all ad hoc appeal hearings to provide appropriate procedural guidance to the panel.</p>
<p>15. SATCC Board of Directors 2023-24 Meeting Dates</p> <ul style="list-style-type: none"> • Meeting 1 – At the Call of the Chair upon approval of the 2023-24 Business Plan by the Minister (usually a consent resolution in August) • Meeting 2 – Wednesday, September 20, 2023 (AGM, required prior to September 30th each year and Regular Board Meeting) • Meeting 3 – Wednesday, November 29, 2023 (Strategic Planning Meeting and Board dinner) • Meeting 4 – Thursday, November 30, 2023 (Regular Board Meeting) • Meeting 5 – Wednesday, January 31, 2024 (Regular Board Meeting) • Meeting 6 – Wednesday, April 3, 2024 (Regular Board Meeting) • Meeting 7 – Wednesday, June 19, 2024 (Regular Board Meeting) • 2024-25 Meeting 1 – September 18, 2024 (AGM, required prior to September 30th each year and Regular Board Meeting) 	<p>Motion #2022-2023-06-13</p> <p>There was consensus to adopt the 2023-24 Board meeting dates.</p>
Committee Reports	
<p>16. 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 June 16, 2023. 	<p>There was consensus to accept the report for information.</p>

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<ul style="list-style-type: none"> Shaun Augustin spoke on the Audit and Finance Committee items. 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 discussion of performance with the CEO and management to be have a more strategic and high level focus in its meeting deliberations. 	
<p>Rob DeRooy joined the meeting at 1:30 and the Board of Directors moved to Agenda Item #17.</p> <p>Rob DeRooy left the meeting at 2:10 and the Board of Directors resumed the Audit and Finance Committee agenda item.</p>	
<p>17. Governance Committee</p> <ul style="list-style-type: none"> On behalf of the Governance Committee, Dana Paidel reported the Committee met on March 27, 2023. <ul style="list-style-type: none"> a) Board and Committee evaluations b) Board Skills Matrix c) 2023-24 Committee meeting dates 	<p>Motion #2022-2023-06-14</p> <p>There was consensus to accept the Board and Committee evaluation reports as prepared by Governance Solutions Inc.</p> <p>Motion #2022-2023-06-15</p> <p>There was consensus to approve the proposal of work submitted by Governance Solutions Inc. to conduct a Board Competency Matrix to be delivered to the board on September 20, 2023.</p>
<p>18. Audit and Finance Committee Continued</p> <ul style="list-style-type: none"> On behalf of the Audit and Finance Committee, Brett Vandale reported the committee met on June 16, 2023. Shaun Augustin spoke on the Audit and Finance Committee items. b. Performance Management Measurement – Balanced Scorecard Reporting <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. 	<p>There was consensus to accept the report for information.</p>

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<ul style="list-style-type: none"> By the end of April 2023, the SATCC is exceeding or achieving on 15 out of 34 measures (44.1% of the total) and progressing on 10 measures (29.4%). Two (2) measures are not being met (5.9% of the total) while seven (7) measures (20.6%) 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 \$305K as of April 30, 2023. The actual YTD surplus is less than the budgeted surplus of \$665K budgeted in the first ten months of 2022-23 by \$360K (-54.2%). The lower-than-budgeted YTD surplus is primarily due to: <ul style="list-style-type: none"> YTD revenues are lower than budget by \$86.7K (-0.4%) mainly due to no grant funding of \$1.67M coming from the Ministry of Immigration and Career Training (ICT) in April. There is always a delay in the April and May payments at the beginning of the Government's new fiscal year. This is offset by extra in year funding from ICT, higher than anticipated interest earned, and more than expected client fees revenue; and YTD expenses are higher than budget by \$273K (1.4%) primarily due to the Tiny Homes Program (THP) not budgeted in year and timing of the IAI budget offset by cost savings in several expense items to date, mainly in-scope and out of scope salaries, other contractual services, advertising, and office supplies. <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. Through April 2023, 400 seats have officially been added, 545 seats have officially been cancelled. No seats are forecasted to be added or cancelled for the remainder of this training year. The total forecasted seats to be purchased in 2022-2023 is 4,073. 	

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<ul style="list-style-type: none"> • Tuition revenue is forecasted to decrease \$104K. The current fill rate is 95.2%. Less tuition revenue is forecasted due to the cancelled seats. • The Program Contractual Services expense line item is currently forecasted to be \$548K over budget in 2022-23. Direct training expenditures are forecasting under budget by \$287K. • The Tiny Home Project was carried over into the 2022-2023 fiscal year. All THP Projects are complete, and all outstanding invoices have been paid. • The Indigenous Apprenticeship Initiatives (IAI) program funding is forecasted to be over budget \$41K. 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 \$82K. • Innovation funding, spent on developing new training/curriculum, is forecasted to be over budget by \$182K due to the addition of two Ochapowace Welder Pre-employment Projects and Sprinkler Fitter Curriculum Development. The second Welder project and Sprinkler Fitter development will start this fiscal but complete in the 2023-24 fiscal year. The Welder Project will draw down the designated asset attained from the Tiny Home Project. <p>e. Financial Forecast</p> <ul style="list-style-type: none"> • The SATCC is forecasting a deficit, after amortization, of \$704K in 2022-23 in comparison to the budgeted deficit of \$2.054M. This is an \$1.3M (-65.7%) decrease in the budgeted deficit. The forecasted decrease in the deficit is due to the following: • Revenues are forecasted to be higher-than-budgeted by \$1.255M (+5.2%) due to: <ul style="list-style-type: none"> ○ The GRF Grant is forecast to be higher-than-budgeted by \$1.027M (+5.1%) due to one-time extra funding that came through in March 2023 from the Ministry of Immigration and Career Training (ICT) of \$900K. The 	

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<p>additional funding is for two purposes: (1) \$500K to fund additional 2022-23 Indigenous Apprenticeship Initiative (IAI) projects; and (2) \$400K to “pre-pay” for technical training in 2023-24. The GRF Grant will also increase by another \$126.6K in Q4 2022-23 as a result of the \$1.5M increase in the GRF Grant for 2023-24;</p> <ul style="list-style-type: none"> ○ Interest Payments are forecast to be \$257K (1,859.7%) higher-than-budget due to interest rate increases by the Bank of Canada; and ○ The first two factors are partially offset by Client Fees, which are forecast to be lower-than-budgeted by \$50K (-1.3%) due to two main reasons: <ul style="list-style-type: none"> ▪ Tuition revenue is forecast to be \$199K below budget due to lower fill rate and lower than anticipated training seats than budget; and ▪ Administrative Fees are forecast to be approximately \$149K 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. • Expenses are forecast to be lower than budget by \$94K (-0.4%) due to: <ul style="list-style-type: none"> ○ The following expense categories highlight major increases in expenses: <ul style="list-style-type: none"> ▪ Program Contractual Services are forecast to be \$548K (+3.3%) higher than budget mainly due to Tiny Homes Program expenses not budgeted, increased expenditure in the Indigenous Apprenticeship Initiatives (IAI) program as well as a pilot program offering welding courses on Ochapawace First Nation. This is partially offset by lower costs from a lower number of training seats being purchased; ▪ Travel is forecast to be \$59.0K (+36.9%) higher than budget mainly due to resuming normal business travel post-COVID pandemic restrictions; and 	

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<ul style="list-style-type: none"> ▪ Space Rental is forecast to be \$3.0K (+0.4%) higher than budget mainly due to new Regina rental space. ○ The following expense categories have reductions that offset the above increases: <ul style="list-style-type: none"> ▪ A forecasted reduction in Salaries of \$419K (-6.7%) mainly due to vacancies and no expected economic increase for staff in April 2023 due to the expiration of the SGEU Collective Bargaining Agreement; ▪ Other Contractual Services is forecast to be \$168K (-12.0%) lower than budget mainly due to reduction of legal fees, system development as well as curtailing other expenses; ▪ Advertising, Promotion, Printing is forecast to be \$29K (-6.1%) lower than budget mainly due to reduction of the misc. contractual services; ▪ Board Expenses are forecast to be \$3.2K (-2.9%) lower than budget mainly due to the conversion of honorarium payments to consulting fees offset by an increase in travel; ▪ Office Supplies are forecast to be lower than budget by \$51K (-64.9%) due to business process changes from MyATC; and ▪ Postage, Courier and Freight is forecast to be lower than budget by \$19.1K (-29.4%) due to business process changes from MyATC. • Management is forecasting capital purchases of: <ul style="list-style-type: none"> ○ \$67K in building improvements, furniture, and equipment purchases for the new exam centre. ○ The amortization expense is forecast to be \$7.9K (5.5%) higher than budget due to addition amortization for the exam centre leasehold and equipment of which \$11K was budgeted under space rental expense. 	

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<p>f. 2022-23 Internal Audit Update</p> <ul style="list-style-type: none"> Internal Audit activities are either completed or underway for all but 1 of the assurance projects included in the 2022-23 plan. One of the projects was deferred as there was insufficient activity during the year to proceed. One of the projects was a consulting project for which management did not request assistance. Since the last A&F Committee meeting, the committee commenced 2 audits, deferred 1 audit, issued 2 final reports and have issued draft reporting for 2 audits. The timeline for some of the projects has been delayed, some due to Internal Audit resourcing and some due to management capacity constraints, however we fully expect to complete the audit plan in the summer and report on all outstanding audits at the next A&F Committee meeting in September. <p>g. 2022-23 ERM Plan Update</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 Q4 2022-23. To the end of April 2023, the SATCC is 'on track' in addressing 11 risks (73.3% of the total), progressing on four (4) risks (26.7%). There are no risks with a 'no report' or 'not meeting' status. <p>h. Public Sector Accounting Board Update</p> <ul style="list-style-type: none"> There are several new standards and guidelines from the PSAB that come into effect on April 1, 2023: <ul style="list-style-type: none"> PS 3400 Revenue. This section establishes standards on how to account for, and report, on certain revenue; PSG-8 Purchased Intangibles. This guideline permits recognition of intangibles assets that are acquired through an arm's length exchange transaction between willing parties. Previous recognition 	

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<p>prohibition relating to purchased intangibles in Section PS 1000 was removed; and</p> <ul style="list-style-type: none"> ○ PS 3160 Public Private Partnerships. This guideline explains the scope of recognition, measurement presentation and disclosure of public private partnerships. This applies to partnerships that involve the public sector entity obtaining control of the infrastructure asset and the private sector partner designing, building, acquiring and/or bettering the infrastructure. • The adoption of these new standards will not have an impact on the current year financial statements as the Commission has not had any accounting transactions that would qualify for inclusion under the new and amended standards mentioned above. 	
<p>19. 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. 	<p>There was consensus to accept the report for information.</p>
<p>20. 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 May 24, 2023. <ul style="list-style-type: none"> a) Q3 2022-23 Short-term Incentive (STI) Program Status Update b) CEO 2022-23 Performance Evaluation c) HR Plan update 	<p>There was consensus to accept the report for information.</p>
<p>21. 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>Information Items</p>	
<p>22. SK Youth Apprenticeship Program</p> <ul style="list-style-type: none"> • The Saskatchewan Youth Apprenticeship (SYA) program promotes the benefits of apprenticeship and careers in the skilled trades to high school students. The program consists of 12 challenges, 	<p>There was consensus to accept the report for information.</p>

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<p>including interviewing a journey person; completing the Young Worker Readiness certificate; and completing at least one day of one-the-job work experience.</p> <ul style="list-style-type: none"> As of April 30, there were more than 2,800 students enrolled in the program. More than 300 schools across Saskatchewan are registered with the program. 	
<p>23. Truth and Reconciliation Commission Calls to Action</p> <ul style="list-style-type: none"> The Calls to Action is a twenty-page public domain document made by the Truth and Reconciliation Commission of Canada. Its purpose is to redress the legacy of residential schools and advance the process of Canadian reconciliation by making ninety-four calls to action to all levels of government, split into two categories: Legacy and Reconciliation. Both categories have subcategories as follows: Legacy: <ul style="list-style-type: none"> Child Welfare Education Language and Culture Health Justice Reconciliation: <ul style="list-style-type: none"> Canadian Governments and the United Nations Declaration on the Rights of Indigenous People Royal Proclamation and Covenant of Reconciliation Settlement Agreement Parties and the United Nations Declaration on the Rights of Indigenous Peoples Equity for Aboriginal People in the Legal System National Council for Reconciliation Professional Development and Training for Public Servants Church Apologies and Reconciliation Education for Reconciliation Youth Programs Museums and Archives Missing Children and Burial Information National Centre for Truth and Reconciliation Commemoration 	<p>There was consensus to accept the report for information.</p>

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<ul style="list-style-type: none"> ○ Media and Reconciliation ○ Sports and Reconciliation ○ Business and Reconciliation ○ Newcomers to Canada ● Of these calls to action, there are relevant calls that could apply to Saskatchewan Apprenticeship and Trade Certification Commission. 	
24. Learning Disabled Assessment Outcomes <ul style="list-style-type: none"> ● Between 2010-11 and 2021-22, 895 apprentices were assessed for learning disabilities by a SATCC consultant, with more than 9 in 10 of them (91.6% or 820) receiving accommodations. In 2016-17, all apprentices assessed (87) were accommodated. 	There was consensus to accept the report for information.
Recurrent Information Items	
25. 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.
26. CCDA Update <ul style="list-style-type: none"> ● Jeff Ritter reported that he attended the CCDA meeting in Winnipeg. The minutes from the Spring Meeting will be included in the September Board of Directors meeting. 	There was consensus to accept the report for information.
27. Other Business <ul style="list-style-type: none"> ● Board Directors were reminded to submit their meeting claims as soon as possible. 	
Jeff Ritter, Shaun Augustin, Chelsea Coupal, Nancy Porter, Danelle Reiss, Dave Peters, Remi Poitras, Sherry Morcom left the meeting at 3:45.	
28. In-Camera <ul style="list-style-type: none"> ● N/A 	
29. Next Meeting <ul style="list-style-type: none"> ● TBD 	

AGENDA ITEM/DISCUSSION POINTS	ACTIONS
30. Adjournment	The meeting adjourned at 4:00 pm.

Commission/Committee Chairperson

Commission/Committee Vice Chairperson



June 21, 2023