

Commission Board of Directors
September 20, 2023
10:00 AM – 1:45 PM
Hybrid Meeting

Meeting Number 2023-2024-02

Members Present:

Jeff Sweet
Justin Hoyes
Wayne Worrall
Leonard Manitoken
Darcy Smycniuk
Bryan Leier
Mike Walter
Ryan Cunningham
Karen Low
Mike Pesthill

Brett Vandale
Dana Paidel
Julien Brazeau
Karen Zunti
Dawn Wreford
Elaine Lafleur
Brent Dubray
Elaine LaFleur
Chris Lysitza

Regrets:

Dion Malakoff

Guests:

Rob DeRooy

David Brown

Staff:

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

Nancy Porter (part)
Chelsea Coupal (part)
Dave Peters (part)
Evan Jamieson (part)

AGENDA ITEM/DISCUSSION POINTS	ACTIONS
Call to Order	
1. Adoption of the Agenda	Motion #2023-2024-02-01 There was consensus to approve the agenda.
2. Minutes of June 21 and August 24, 2023, and Business Arising Business Arising There was no Business Arising	Motion #2023-2024-02-02 There was consensus to approve the Minutes of June 21 and August 24, 2023.
3. Chair Report • The Chair Report was included in the meeting package.	Motion #2023-2024-02-03 There was consensus to accept the Chair Report as presented.
4. CEO Report • The CEO Report was included in the meeting package.	Motion #2023-2024-02-04 There was consensus to accept the CEO Report as presented.
Decision Items	
5. Election of Chair and Vice-Chair • The CEO assumed the role of Acting Chair. • Wayne Worrall nominated Jeff Sweet for the position of Chair, seconded by Ryan Cunningham. • The Acting Chair called a second time for nominations for the position of Chair of the Commission Board. • The Acting Chair called a third and final time for nominations for the position of Chair of the Commission Board. • There were no further nominations. • Jeff Sweet assumed the role of Chair and called for nominations for the position of Vice-Chair of the Commission Board. • Ryan Cunningham nominated Bryan Leier for the position of Vice-Chair, seconded by Leonard ManiToken. • The Chair called a second time for nominations for the position of Vice-Chair. • The Chair called a third and final time for nominations for the position of Vice-Chair.	Motion #2023-2024-02-05 Jeff Sweet was acclaimed as Chair of the Commission Board. Bryan Leier was acclaimed Vice-Chair of the Commission Board.

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<ul style="list-style-type: none"> There were no further nominations. 	
<p>6. 2022-2023 Annual Report and Audited Financial Statements</p> <ul style="list-style-type: none"> The SATCC 2022-23 Annual Report (AR) must be tabled in the Legislature no later than October 26, 2023. Prior to tabling, the AR goes through a number of reviews and approvals including the SATCC SMT, Audit and Finance Committee (A&F), the Provincial Auditor and the Provincial Comptroller (Ministry of Finance). The Independent Auditor's Report was shared with the Board of Directors. The audit was conducted in accordance with Canadian generally accepted auditing standards. In their opinion, it was a clean audit. 	<p>Motion #2023-2024-02-06</p> <p>There was consensus to approve the SATCC 2022-23 Annual Report, including the audited financial statements and Balanced Scorecard reporting.</p>
<p>David Brown and Rob Derooy joined the meeting at 10:45</p>	
<p>7. Human Resource Committee Report</p> <p>7a) CEO 2022-23 Performance Evaluation</p> <ul style="list-style-type: none"> This year, the CEO obtained a strong result of 4.45 out of 5.00, with a good improvement from last year's overall average rating of 4.27. The Board's rating for the CEO had a large increase from last year (4.43 from 4.13 in 2022), while the CEO's direct reports rate him lower than in 2022 (4.51 down from 4.74 in 2022; 4.51 is still a very strong result). Personal leadership was rated 4.67 out of 5. <p>7b) Board Skills Profile & Gaps</p> <ul style="list-style-type: none"> KPMG's audit recommendations included SATCC building capacity on the Commission Board through recruitment and development. Board skills competencies and attributes were agreed upon by the Board in June 2023. Over the summer months Governance Solutions developed 	<p>The report was accepted for Information Only</p>

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<p>and implemented a self-reporting survey for all board members.</p> <ul style="list-style-type: none"> • Eighteen of the twenty board members completed the survey. • One Commission Board member is on leave, so that column has been left blank, and two Commission Board members are ex-officio government positions, so we have excluded them from the count and gaps. • The goal is to maintain the existing depth of competency on the board and these competencies do not need to be a focus when recruiting for new Directors over the next couple of years. • Some gaps that were identified were: Financial Literacy, Corporate Governance, and Environmental, Social and Governance. • There is a continued gap in bother gender and visible diversity. • Suggestions were: <ul style="list-style-type: none"> ○ A training budget for Directors. ○ Specific topics in short blocks was suggested as a training opportunity for Directors. 	
David Brown and Rob Derooy left the meeting at 11:05	
<p>8. Governance Committee</p> <p>On behalf of the Governance Committee Jeff Sweet reported the committee met on September 18, 2023.</p> <p>8a) Board Committee Membership</p> <ul style="list-style-type: none"> • The SATCC Board of Directors has four standing committees: <ul style="list-style-type: none"> ▪ Audit and Finance Committee ▪ Governance Committee ▪ Human Resources Committee ▪ Trade Board Appointments Committee 	<p>Motion #2023-2024-02-07</p> <p>There was consensus to confirm existing committee members and repopulate committees with vacancies.</p> <ul style="list-style-type: none"> • Dawn Wreford will serve on the Audit and Finance Committee. • Julien Brazeau will serve on the Governance Committee. • Justin Hoyes will serve on the Trade Boad Appointments Committee. • Ryan Cunningham, Zack Somer and Karen Zunti will serve on the Standards Committee.

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<ul style="list-style-type: none"> • And three ad hoc committees: <ul style="list-style-type: none"> ▪ Appeals Committee ▪ Inclusion and Program Innovation Committee ▪ Standards Committee <p>8b) Approval of Board Appointment Process – Industry Organizations</p> <ul style="list-style-type: none"> • The SATCC Board has 12 industry representatives from four industry sectors. On • May 12, 2024, the term of one member will expire. To facilitate the appointment of industry representatives, the SATCC asks specific industry organizations to make nominations, as required in the <i>The Saskatchewan Apprenticeship and Trade Certification Act, 2019 (Act)</i> and <i>The Apprenticeship and Trade Certification Regulations, 2020 (Regulations 2020)</i>. 	<p>Motion #2023-2024-02-08</p> <p>There was consensus to approve the recommendation that the SATCC Board of Directors approve the nomination process provided by the Saskatchewan Building Trades which they will use to recommend a nominee for appointment to the SATCC Board of Directors in 2024.</p>
<p>9. CEO 2022-23 Short Term Incentive</p> <ul style="list-style-type: none"> • On behalf of the Human Resources Committee, Jeff Sweet reported the committee met on August 30, 2023. 	<p>Motion #2023-2024-02-09</p> <p>There was consensus to approve the Short-Term Incentive Program Payment as follows:</p> <ul style="list-style-type: none"> • CEO: \$24,805; • COO: \$21,159; and • CFO: \$20,939.
<p>10. CEO 2023-24 STI Measures and Targets</p> <ul style="list-style-type: none"> • On behalf of the Human Resources Committee, Jeff Sweet reported the committee met on August 30, 2023. • The CEO is eligible to receive up to a 15 per cent bonus (based on his annual base salary) if the targets for the measures are ‘achieved’ or up to a 17 per cent bonus if the performance on the measures are ‘exceeded’. • The 16 measures are allocated across five performance categories: <ul style="list-style-type: none"> ▪ Financial; 	<p>Motion #2023-2024-02-10</p> <p>There was consensus to approve the measures and targets for the 2023-24 STI Program.</p>

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<ul style="list-style-type: none"> ▪ Talent; ▪ Operational Excellence; ▪ Client Service; and ▪ Individual Performance; • The targets for the majority of the measures (12 of 16) are derived directly from the 2023-24 Business Plan's Balanced Scorecard. The exceptions are the Performance/Work Plan Completion measure and the three measures in the Individual Performance category. The targets for these measures are developed separately. • Specific outcome – expansion of the apprenticeship system is not clearly stated. • Compulsory designation is lead by industry. 	
<p>11. SATCC Board Directors broke for lunch 11:45-12:30</p> <p>Evan Jamieson joined the meeting at 12:30</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 September 5, 2023. 	<p>Motion #2023-2024-02-11</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>The Trade Board has five appointments, two from Bricklayer, one from Cook, one from Hairstylist and one from Powerline Technician. There are two removals, one from Agricultural Equipment Technician and one from Esthetician (See Executive Summary for detail).</p> <p>The Trade Board recommends the appointment of one new TEB member from Parts Technician. There are two removals, one from Esthetician and one from Machinist (See Executive Summary for detail).</p>

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	The Trade Board recommends the appointment of three members to the CEDB, one to Gasfitter, one to Parts Technician and one to Roofer. There are seven removals from the CEDB, one from Agricultural Equipment Technician, one from Esthetician, one from Gasfitter, one from Machinist, one from Metal Fabricator (Fitter), one from Plumber, and one from Scaffolder.
Committee Reports	
13. Trade Board Appointments Committee <ul style="list-style-type: none"> Trade Board Minutes - The complete minutes of each of these meetings can be found in the Aprio Library. 	There was consensus to accept the report for information.
Evan Jamieson left the meeting at 12:45.	
14. Audit and Finance Committee <ul style="list-style-type: none"> On behalf of the Audit and Finance Committee, Bryan Leier reported the committee met on September 18, 2023. Bryan thanked Brett Vandale for serving as Chair of the Audit and Finance Committee. Shaun Augustin spoke on the Audit and Finance Committee items. <ul style="list-style-type: none"> a. Appointment of Committee Chair <ul style="list-style-type: none"> The Chair of the Audit and Finance Committee will be Bryan Leier. b. Internal audit(s) update <ul style="list-style-type: none"> The status of Internal Audit activities are: <ul style="list-style-type: none"> 2022-23 projects – are now all complete; 2023-24 projects – no audits are underway (none were planned to be); and 	There was consensus to accept the report for information.

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<ul style="list-style-type: none"> • Issued reports – since the last A&F Committee meeting report, we have issued 6 final reports and 1 draft report. • Support for the on-going work from SATCC remains positive and we look forward to continuing with this valuable work. Based on the work completed to date, we have not identified any significant risk or control issues that require immediate attention by the A&F Committee. • The overdue action plans have been reduced to 3. They are expected to be completed by the next Audit and Finance Committee meeting. 	
<p>15. Governance Committee</p> <ul style="list-style-type: none"> • On behalf of the Governance Committee, Dana Paidel reported the Committee met on September 18, 2023. <ul style="list-style-type: none"> a. Appointment of Committee Chair The Chair of the Governance Committee will be Dana Paidel. b. 2023-24 Board Policies Review and Schedule <ul style="list-style-type: none"> • The Governance Committee is responsible for the process of reviewing Board policies. Each year one third of all Board policies are reviewed, creating a three-year review cycle. New policies are added, or current policies are deleted, as required. 	<p>Motion #2023-2024-02-12</p> <p>There was consensus to approve the proposed schedule for reviewing SATCC Board Policies:</p> <ul style="list-style-type: none"> • A1 Board of Directors Honoraria and Expense Guidelines • A2 Commission Board Meetings and Minutes • A3 Presentations to the Commission Board of Directors • A4 Trade Board Meetings and Minutes • A8 SATCC Board Electronic Communication Device Usage Policy • A9 SATCC Bring Your Own Device (BYOD) • A10 Appeals to the ad hoc Appeals Committee • G2 Board Evaluation • G3 Conflict of Interest • F2 Financial Assets – Surplus Policy • F3 Capital Asset Amortization
<p>16. Human Resources Committee</p> <ul style="list-style-type: none"> • On behalf of the Human Resources Committee, Jeff Sweet reported that the Committee met on August 30, 2023. 	<p>There was no report.</p>

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17. Committee Minutes <ul style="list-style-type: none"> Any committee minutes that have been approved are available in the Aprio library. 	There was consensus to accept the report for information.
Information Items	
18. SK Red Seal 2022 Pass Rate <ul style="list-style-type: none"> In 2022, 68 per cent of Saskatchewan apprentices who attempted the Red Seal exam passed. This is three percentage points higher than the 2021 pass rate and the same as the 5-year average. A total of 1,248 apprentices wrote these exams in 2022 with 849 passing. Both figures were the second lowest in the last five years. Canada's 2022 apprentices pass rate of 71 per cent was the same as last year's rate and three percentage points above Saskatchewan's. This comparison analyses the number of apprentices who passed the exam. However, referencing the number of exams written, Saskatchewan recorded a 63 per cent pass rate, compared to 55 per cent for Canada. Notably, regulations about attempts allowed, mandatory upgrading and waiting periods between attempts differ nationwide, which impact the results. For the fifth consecutive year, apprentices in non-compulsory trades were more likely to pass the certification exam than those in compulsory trades. However, the province's pass rate for non-compulsory trades, at 69 per cent, is two percentage points lower than the 2021 results and the lowest recorded in the last five years. On the other hand, the Red Seal pass rate for compulsory trades at 66 per cent, showed a significant increase from the past year's figure (52%) and was the highest recorded during the last four years. The pass rate for Trade Qualifiers in Saskatchewan was 47 per cent in 2022, three per cent above 2021's results and the five-year average (44%). However, this is 10 percentage points below the national rate of 57 per cent. 	There was consensus to accept the report for information.

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<p>19. 2022-23 SK Real Completion Rate Research</p> <ul style="list-style-type: none"> • The 2022-23 Real Completion Rate (RCR) was 52.2 per cent. This figure is 5.3 percentage points higher than the previous year (46.9%). Although it is lower than the ten-year average (57.7%), it is about the same as the five-year average (52.6%). • For the fourth consecutive year, apprentices in non-compulsory trades were more likely to certify than those in compulsory trades (56.0% vs. 44.6%). Both rates presented a recovery compared to the 2021-22 figures (49.5% & 41.9%, respectively); however, the non-compulsory RCR grew more. • The 2022-23 RCR for specific demographic groups are as follows: <ul style="list-style-type: none"> ○ At 52.6 per cent, the RCR for male apprentices was about the same overall RCR. ○ The rate for female apprentices was 45.3%¹. ○ The RCR for Indigenous Apprentices was 28.3 per cent. ○ The rate for Apprentices with Disabilities² was 33.3 per cent. ○ The RCR for Visible Minority Apprentices was 25.6 per cent. 	<p>There was consensus to accept the report for information.</p>
<p>20. 2022-23 Technical Training Exit Survey</p> <ul style="list-style-type: none"> • Key results from the 2022-23 Technical Training Exit Survey are: <ul style="list-style-type: none"> ▪ Overall program satisfaction increased to 77 per cent from 74 per cent compared to 2021-22; ▪ Satisfaction rates with in-person training (77%) is higher than hybrid classes (73%) and online classes (54%); ▪ There are some modest differences in satisfaction by gender, by level and by intake; ▪ However, there are significant differences in satisfaction between trades and different training providers; ▪ Generally speaking apprentices report high satisfaction across different areas of program delivery within a class; ▪ Three-quarters (75%) of respondents who are Sask. Youth Apprenticeship (SYA) program graduates agreed the SYA program helped prepare them to become an apprentice. A 	<p>There was consensus to accept the report for information.</p>

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<p>similar share of apprentices (76%) who took a pre-employment program before becoming an apprentice felt that program helped prepare them to become an apprentice; and</p> <ul style="list-style-type: none"> About 7 in 10 (71%) final level apprentices felt that technical training would help on the certification exam while about 6 in 10 (63%) of apprentices taking upgrading felt the same. 	
<p>21. CAF AB-BC ROTI Report</p> <ul style="list-style-type: none"> These CAF reports present findings from the Return on Training Investment (ROTI) study conducted in Alberta and British Columbia in 2022. Both studies suggest a positive net return on investment in apprenticeship training. According to the model, the largest portion of employer costs associated with apprenticeship training is the apprentice wage and benefit, followed by the costs related to journeyperson time spent training and mentoring apprentices. Other costs such as wastage, time associated with apprenticeship administration and management, and other expenses represent a very low proportion of the overall costs (less than 4% on average). Benefits were estimated by calculating the revenue attributable to the apprentice's work. 	<p>There was consensus to accept the report for information.</p>
<p>22. SATCC 2023 Apprenticeship Celebration Dinner</p> <ul style="list-style-type: none"> The SATCC will host the annual Apprenticeship Celebration Dinner at the Conexus Arts Centre in Regina on Friday, November 3, 2023. Board Directors were reminded to let Chelsea Coupal know if they are attending. There is one scholarship that is sponsored by SATCC. Directors can make donations through Tamara Sentes. 	<p>There was consensus to accept the report for information.</p>
<p>23. CCDA Fall Meeting</p> <ul style="list-style-type: none"> Jeff Ritter reported that the CCDA Fall meeting will be November 8-9, 2023 in Ottawa. 	<p>There was consensus to accept the report for information.</p>

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<ul style="list-style-type: none"> Jeff Ritter and Dave Peters will attend the meeting. 	
Recurrent Information Items	
24. 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.
25. Other Business <ul style="list-style-type: none"> Justin Hoyes reported that SaskPoly had shown interest in designating compulsory trades. Demonstrating industry support is critical. 	
Jeff Ritter, Shaun Augustin, Chelsea Coupal, Nancy Porter, Dave Peters, Remi Poitras, Sherry Morcom left the meeting at 1:35 pm	
26. In-Camera	There was an in-camera session.
27. Next Meeting <ul style="list-style-type: none"> November 29 (Strategic Risk Planning) November 30 (Regular Board Meeting) 	
28. Adjournment	The meeting adjourned at 1:45 pm.

Commission/Committee Chairperson

Commission/Committee Vice Chairperson