

Commission Board of Directors
June 18, 2025
10:00 AM – 2:15 PM
Hybrid Meeting

Meeting Number 2024-25-05

Members Present:

Bryan Leier (Chair)
Zack Somer
Dawn Wreford
Leonard Manitoken
Karen Zunti
Chris Lysitza
Nikki Langdon

Jeff Sweet (Vice-Chair)
Dana Paidel
Ryan Cunningham
Justin Hoyes
Brett Vandale
Brent Dubray

Regrets:

Mike Pesthill
Drew Wilby
Clint Repski
Karen Low

Michael McLean
Julien Brazeau
Susan Daigneault

Guests:

TJ King

Rob DeRooy

Staff:

Jeff Ritter (part)
Dave Peters (part)
Tamara Sentes (part)

Shaun Augustin (part)
Sherry Morcom – Recorder (part)

AGENDA ITEM/DISCUSSION POINTS	ACTIONS
1. Welcome and Land Acknowledgement	
2. Adoption of the Agenda	Motion #2024-25-05-01 There was consensus to approve the agenda.
3. Minutes of April 4, 2025, and Business Arising Business Arising There was no Business Arising.	Motion #2024-25-05-02 There was consensus to approve the Minutes of April 4, 2025.
4. Chair Report <ul style="list-style-type: none"> The Chair Report was included in the meeting package. 	Motion #2024-25-05-03 There was consensus to accept the Chair Report as presented.
5. CEO Report <ul style="list-style-type: none"> The CEO Report was included in the meeting package. There was a brief discussion on the first come first serve registration process. There are no wait lists. Apprentices can't register for the next level until they have completed the current level which can create a delay in their training. There will be an employer satisfaction survey in the fall of 2025 that will allow employers to voice their concerns and to determine the scope of the issues and next steps if they are required. 	Motion #2024-25-05-04 There was consensus to accept the CEO Report as presented.
Decision Items	
6. Board and Committee Evaluation Reports <ul style="list-style-type: none"> Survey participation was quite strong with 16 respondents, while follow-up interviews were offered to all, and conducted with 5 board members. This year, the SATCC Board had an overall average rating of 4.10 out of a possible 5. 	Motion #2024-25-05-05 There was consensus to accept the reports as prepared by Governance Solutions Inc.

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<ul style="list-style-type: none"> • SATCC’s Strengths: <ul style="list-style-type: none"> ○ Engage constructively and respectfully with the CEO and management team. ○ Review and approve the operating and capital budgets ○ Receive and review financial statements and reports, including dealing with the auditors • SATCC’s Opportunities for Improvement <ul style="list-style-type: none"> ○ Understand and be able to articulate the needs of apprenticeship stakeholders. ○ Understand the most significant risks (and opportunities) facing SATCC. ○ Establish, with management, risk tolerances and appetites for SATCC. • Recommendations: <ul style="list-style-type: none"> ○ Review with management the stakeholder engagement reporting that is coming to the Board. ○ The annual work plan should include a regular review of the most material strategic risks at each meeting of the Board. ○ The Board should re-engage with management on the achievement of the objectives, reconfirming the targets given the established budget and resource constraints. ○ Director on-boarding is a process that takes time and intentionality to be effective. As detailed in the Governance Committee Evaluation the director on-boarding program should be reviewed and enhanced to ensure all new Commission members receive significant on-boarding so that they will be ready to contribute when they join the Commission Board. ○ For consensus decision making to work it is imperative that all Commission members understand their ability to raise any concerns or differences of 	

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<p>opinion, that is a normal activity that should not be discouraged. Dissent should be encouraged since that is where new, different and potentially better ideas and alternatives come from.</p> <ul style="list-style-type: none"> ○ Add an annual review of the Government of Saskatchewan procedures for complaints about accounting irregularities and financial malfeasance to the work plan of this committee. ○ Ensure the annual review of the talent management program within the commission, with a view to identifying potential candidates for succession. ○ Expand the Board Sills Matrix for the Trade Board Appointments committee membership and use this to engage nominators and appointments in sought after experience, skills and diversity. 	
<p>Rob DeRooy left the meeting at 11:30 am.</p>	
<p>7. 2025-26 Business Plan and Budget</p> <ul style="list-style-type: none"> • Management has made modest changes in finalizing the 2025-26 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; ○ Added language on how the SATCC supports the Government of Saskatchewan’s new labour market strategy, “Building the Workforce for a Growing Economy” in multiple ways; ○ The 2025-26 Budget has been revised with the latest known information on revenues and expenses; and ○ The targets for the measures in the Balanced Scorecard have been added. • The Commission Board needs to provide management with any final edits or adjustments to the 2025-26 Business Plan. • Highlights of the 2025-26 Business Plan/Budget are as follows: 	<p>Motion #2024-25-05-06</p> <p>There was consensus to approve and recommend the 2025-26 Business Plan to Minister Reiter.</p>

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<ul style="list-style-type: none"> ○ Growth in demand for apprenticeship is expected as the provincial economy/labour market continues to grow driven by increasing investment in Saskatchewan. The SATCC budgeting a purchase of 5,000 technical training seats; ○ Continue implementing the 2022-27 Strategic Plan in 2025-26. Key initiatives are to support industry's efforts to recruit and support apprentices from underrepresented groups, including implementing the Women in Skilled Trades Initiative. The Commission also has its ongoing implementation of its Apprentice Success Enhancement Strategy (ASES) to improve apprentice progression and certification examination pass rates; ○ Work to identify innovative ways to expand and improve the apprenticeship system in Sask. Examples include exploring the expansion of training in more communities in the province, the potential to issue digital credentials and conduct an evaluation of electronic exam delivery; ○ The 2025-26 Budget plans a deficit of \$966K based on total revenues of \$32.1M and total expenses of \$33.0M. The SATCC will fund the deficit by drawing down its accumulated surplus to \$1.591M and its undesignated financial assets to \$144K as of June 30, 2026; and ○ The SATCC received notice that ministerial approval was given to increase the tuition rate from \$110 per week to \$120 per week effective July 1, 2025. Any potential increase in Client Fees is not included in the financial statements. This is because it is difficult to estimate the increase precisely because over 60 per cent of the training seats for 2025-26 have already been filled. It is unknown exactly where that percentage will be before July 1, 2025. Management will treat any increase in Client Fees as a variance 	

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<p>explanation when reporting on financial results in 2025-26.</p>	
<p>The Board of Directors broke for lunch from 12 noon to 12:30 pm.</p>	
<p>8. 2025-26 Enterprise Risk Management Plan</p> <ul style="list-style-type: none"> An ERM plan is a best practice used by organizations to address the particular risks they face. The formal ERM plan was approved by the Commission Board and adopted by the SATCC in November 2019. The ERM risk registry documents the risk, the Commission Board or the committee responsible for the risk, and SATCC management is expected to lead and have strategies in place to mitigate/eliminate the 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 #2024-25-05-07</p> <p>There was consensus to approve the 2025-26 Enterprise Risk Management Plan with 15 risks.</p>
<p>9. F6 Procurement Policy</p> <ul style="list-style-type: none"> The F6 Procurement Policy was aligned with the Government of Saskatchewan’s procurement policy in the last review period in 2022. The policy is working well. Therefore, no change to the policy is recommended. 	<p>Motion #2024-25-05-08</p> <p>There was consensus to approve existing F6 Policy.</p>

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<p>10. 2025-26 Board Meeting Dates</p> <ul style="list-style-type: none"> • Meeting 1 – At the Call of the Chair upon approval of the 2025-26 Business Plan by the Minister (usually a consent resolution in August) • Meeting 2 – Wednesday, September 24, 2025 (AGM, required prior to September 30th each year and Regular Board Meeting) • Meeting 3 – Thursday, December 4, 2025 (Strategic Planning Meeting and Board dinner) • Meeting 4 – Friday, December 5, 2025 (Regular Board Meeting) • Meeting 5 – Wednesday, February 4, 2026 (Regular Board Meeting) • Meeting 6 – Wednesday, April 1, 2026 (Regular Board Meeting) • Meeting 7 – Wednesday, June 17, 2026 (Regular Board Meeting) • 2026-27 Meeting 1 – September 23, 2026 (AGM) 	<p>Motion #2024-25-05-09</p> <p>There was consensus to adopt the 2025-26 Board of Directors meeting schedule.</p>
<p>11. Appointment and Removal Members to SATCC TBs, CEDBs and TEBs</p> <ul style="list-style-type: none"> • On behalf of the Trade Board Appointments Committee, Justin Hoyes reported that the Committee met on June 2, 2025. • At the April 4 Board of Directors meeting a question arose regarding verification. • When people apply to the Trade Board, any employer duties that they have, such as hiring, managing, and estimating will supersede any employee duties. SATCC considers joint training committee leads as employers even though they are union employees as they manage the professional development of employees/apprentices and provide oversight on when and how to attend training. This can be seen as more of an employer role. 	<p>Motion #2024-25-05-10</p> <p>There was consensus to approve the Trade Board appointments and removals.</p>

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<ul style="list-style-type: none"> Also, the classification given on the application is something first decided on by the applicant according to their own view of their role and they fill out the application accordingly. Employees and employers have slightly different Trade Board applications. This application is then verified by the Program Development Specialist to ensure it is accurate. 	
Committee Reports	
<p>12. Trade Board Appointments Committee – Trade Board Minutes</p> <ul style="list-style-type: none"> On behalf of the Trade Board Appointments Committee, Justin Hoyes reported that the Committee met on June 2, 2025. 	<p>There was consensus to accept the report for information.</p>
<p>13. HR Committee</p> <ul style="list-style-type: none"> On behalf of the HR Committee, Bryan Leier reported the committee met on June 6, 2025. Q3 2024-25 Short Term Incentive 2024-25 CEO Evaluation 	<p>There was consensus to accept the report for information.</p>
<p>14. Governance Committee</p> <ul style="list-style-type: none"> On behalf of the Governance Committee, Dana Paidel reported the committee met on June 9, 2025. 	<p>There was consensus to accept the report for information.</p>
<p>15. Audit and Finance Committee</p> <ul style="list-style-type: none"> On behalf of the Audit and Finance Committee, Bryan Leier reported the committee met on June 13, 2025. a) Pulse Check <ul style="list-style-type: none"> The Pulse Check includes a subset of performance measures in the business plan. The Commission Board may use this 	<p>There was consensus to accept the report for information.</p>

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<p>dashboard reporting to frame its questions and discussion of performance with management.</p> <p>b) Performance Management</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. <p>c) YTD Financials</p> <ul style="list-style-type: none"> YTD revenues are higher than budget by \$2.3M (10.0%) due to timing of the April Grant of \$1.9M which was budgeted to come through in May, special warrant funding of \$500K and higher than expected Client Fees, offset by less than expected for the Women in Skilled Trades Initiative (WISTI), SYA Contributions, and Interest; and YTD expenses are lower-than-budget by \$343K (-1.4%) primarily due to vacancies in Salaries & Personnel, Advertising, Promotion, Printing, and several other line items. This is offset by Program Contractual Services and Other Contractual Services partially due to timing of payments. <p>d) Training Forecast</p> <ul style="list-style-type: none"> As of April 2025, 372 seats have officially been added, 326 seats have officially been cancelled. The current forecast for the 2024-25 training seat purchase is 4,892 seats, a net increase of 46 seats. The Program Contractual Services expense line item is currently forecasted to be \$120K under budget in 2024-25. Direct training expenditures are forecasting \$150K over budget. 	

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<ul style="list-style-type: none"> • Management does not expect to add any further seats in 2024-25. • The Indigenous Apprenticeship Initiatives (IAI) program funding is forecasted to be over budget \$63K. IAI will fund more projects than budget and draw down the SATCC's designated fund for IAI. • Innovation funding, spent on developing new training initiatives, is forecasted to be \$125K under budget due to the postponement of the LMS Tutoring Pilot Project. Program Development is forecasting under budget by \$208K due to reallocation of funding. Less projects are anticipated to be completed in 2024-25 in Program Development. <p>e) Financial Forecast</p> <ul style="list-style-type: none"> • Revenues are forecasted to be higher-than-budgeted by \$733K (2.5%) due to: <ul style="list-style-type: none"> ○ Grants – General Revenue Fund funding increase of \$2.707M for GoS FY 2025-26 will result in an increase of \$496K in year funding through May and June 2025. ○ Special Warrant Grant of \$500K in extra funding from the Ministry of Immigration and Career Training (ICT). ○ Client Fees are forecast to be higher-than-budgeted by \$73.4K (1.5%) due to two main reasons: <ul style="list-style-type: none"> ▪ Tuition revenue is forecast to be \$113K above budget due to higher than anticipated training seats than budget; and ▪ Administrative Fees are forecast to be approximately \$40K lower-than-budgeted mainly due to less than expected 	

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<p>applications for registration of apprenticeship.</p> <ul style="list-style-type: none"> ○ The Women in Skilled Trades Initiative (WISTI) expected revenue of \$143K is lower than the budgeted amount of \$391K by \$249K (-63.5%), due to lower expenses than anticipated including two vacant positions; ○ Interest is forecast to be lower-than-budgeted by \$68K (-21.2%) due to lower than anticipated Bank of Canada interest rates. ○ Products and Services are forecast to be lower-than-budgeted by \$19.9K (-27.8%) mainly due to a one-time expense for VLS that came through in 2023-24, that is not expected in 2024-25. ● Expenses are forecast to be lower than budget by \$431.9K (-1.4%) due to: <ul style="list-style-type: none"> ○ The following expense categories highlight major decreases in expenses: <ul style="list-style-type: none"> ▪ A forecasted decrease in Salaries of \$343.5K (-5.0%) mainly due to vacancies and the reversal of the retro pay for in-scope employees, offset by additional pay because of the Class Plan Renewal of in-scope employees as per the ratification of the CBA; ▪ Advertising, Promotion, Printing is currently forecast to be \$57K (-10.7%) under budget mainly due to lower-than-expected expenses related to the WISTI; ▪ Space Rental is expected to be \$27K (-3.9%) under budget mainly due to lower-than-expected expenses for leasehold improvements and less expenses for the All Staff meeting due to a significant refund; and 	

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<ul style="list-style-type: none"> ▪ Telephone is currently forecast to be \$12.7K (-15.7%) under budget mainly due to consolidation of cell and desk phones. <p>f) 2024-25 Internal Audit Plan</p> <ul style="list-style-type: none"> • Status of Internal Audit activities: <ul style="list-style-type: none"> ○ Audits in progress – 1 audit is underway; and ○ Issued reports – three reports issued since the last A&F Committee update 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 from the A&F Committee. <p>g) Internal Audit Open Action Plan</p> <ul style="list-style-type: none"> • Eight audit projects have a combined 26 Action Plans outstanding. Of these, only 2 are overdue (i.e., the originally agreed timeline for implementation has passed without being fully implemented). • Since the last A&F Committee meeting 10 findings with Actions Plans have been added and 5 have been closed. <p>h) 2024-25 ERM Report</p> <ul style="list-style-type: none"> • The Commission Board of Directors identified and ranked 15 risks within the 2024-25 Enterprise Risk Management Plan. This report summarizes management’s progress at addressing each risk identified into Q4 2024-25. To the end of Apr.2025, the SATCC is ‘on track’ in addressing nine (9) risks (60.0% of the total) and progressing on six (6) risks (40.0%). There 	

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are no risks with a 'no report' or 'not meeting' status.	
Information Items	
<p>16. 2024 Employee Engagement Report</p> <ul style="list-style-type: none"> • In the 2024 Employee Engagement Survey, 70 per cent of employees agreed with the statement: "I find my work fulfilling and I look forward to coming to work each day." This score is 19 per cent lower than in 2023. • This does not meet the 80 per cent target included in the 2024-25 Business Plan. • As in previous years, the top three reasons for agreement with this statement are: <ul style="list-style-type: none"> a. Employees find their jobs rewarding (43 per cent - an increase of one per cent from last year); b. Employees enjoy their position or job in general (24 per cent – a decrease of nine per cent from last year); and c. Employees feel the work environment is supportive (19 per cent – a decrease of 14 per cent from last year). • Appreciation/recognition – what it looks like to each individual can vary greatly. • The next engagement survey will be sent out in Fall of 2025. 	<p>There was consensus to accept the report for information.</p>
<p>17. 2025-26 HR and Succession Plan</p> <ul style="list-style-type: none"> • The HR and Succession Plan was originally developed in 2018. Succession planning is a process used to identify an organization's critical positions, and the competencies needed for those positions. It is also an assessment of current talent that could fulfill vacancies in critical roles to ensure business continuity. 	<p>There was consensus to accept the report for information.</p>

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<ul style="list-style-type: none"> One of the SATCC's 2022-27 Strategic Plan's goals is to "equip staff with the training and tools to provide outstanding service". One action identified to support this goal is to commit to ongoing implementation of the HR and Succession Plan. Management reviews the HR and Succession Plan annually and makes any necessary changes. The HR and Succession Plan reflects the current structure of the organization and what is planned for 2025-26. Updates for 2025-26 include: <ul style="list-style-type: none"> Listing of positions with job descriptions to be reviewed on a five-year rotation; Staff language diversity survey results; action plan to address the 2024 employee engagement satisfaction survey response. 	
<p>18. CCDA Information Item</p> <ul style="list-style-type: none"> The CCDA had an in-person meeting on May 28-29th, 2025. Jeff Ritter, CEO and Bryan Leier, Chair, attended this meeting. Saskatchewan had the honor of hosting this year's CCDA meeting. Evan Jamieson (SK) Chair of ISEC's Exam Pass Rate Working Group presented the ISEC Update (Item #6 on the below agenda). 	<p>There was consensus to accept the report for information.</p>
Recurrent Information Items	
<p>19. Commission Operational Update</p> <ul style="list-style-type: none"> This information is included and intended for Directors to share with their respective clients and stakeholders. 	<p>There was consensus to accept the report for information.</p>
<p>20. Other Business</p> <ul style="list-style-type: none"> Expense Claims should be submitted by June 30, 2025. 	

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<ul style="list-style-type: none"> Brett Vandale was thanked for his long service to the Board of Directors. Potential for a conflict of interest – Justin Hoyes has been he is working with a group developing compulsory training in carpentry. He approached the board to inquire if they felt there would be a conflict of interest. 	
<p>Jeff Ritter, Shaun Augustin, Dave Peters, Tamara Sentes and Sherry Morcom left the meeting at 2:03 pm.</p>	
<p>21. In-Camera</p>	<p>There was an in-camera session.</p>
<p>22. Next Meeting</p> <ul style="list-style-type: none"> September 24, 2025 	
<p>23. Adjournment</p>	<p>The meeting adjourned at 2:15 PM</p>

Commission/Committee Chairperson

Commission/Committee Vice Chairperson

