

Apprentice Employment in the Public Sector



An Opportunity that is Overdue



Advanced Education
and Employment

by G. Wayne McElree
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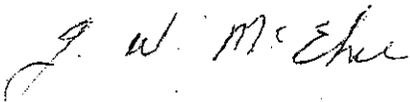
Mr. Rob Cunningham
Assistant Deputy Minister
Advanced Education and Employment
11th Floor, 1945 Hamilton Street
REGINA SK S4P 2C8

Dear Rob:

I am pleased to present the report on journeyperson and apprentice employment in the public sector of Saskatchewan. I trust the findings and recommendations will be of help in your department's work regarding a labour force strategy. I am available to discuss the report at your convenience.

I would like to thank Mr. Darcy Cherney, Ms. Eileen Morley and the Policy Branch staff for their assistance in providing support for this project.

Sincerely,



G. Wayne McElree

Attachment

cc: Darcy Cherney

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APPRENTICE EMPLOYMENT IN THE PUBLIC SECTOR AN OPPORTUNITY THAT IS OVERDUE

EXECUTIVE SUMMARY

The circumstances of Saskatchewan's aging workforce and robust economy are creating increasing challenges for organizations to find and retain qualified tradespersons for their workplaces and project sites. A recent national survey conducted by the Canadian Apprenticeship Forum concluded that employers are selling themselves short by not hiring apprentices and investing in their future labour force.

The department of Advanced Education and Employment wishes to investigate this further in Saskatchewan's public sector. Although there is currently no clear picture of the number of journeypersons and apprentices employed in the public sector in the province, Sask Trends Monitor has used information from the Labour Force Survey to arrive at an estimated 3,500 employees with trade certificates. Unfortunately there is no breakdown of journeyperson and apprentice employee numbers.

In order to arrive at a clearer picture of this matter, a questionnaire and interview process was undertaken with twenty-two of the larger public sector organizations in Saskatchewan. Interviews were also conducted with a selection of union representatives. The focus in both the questionnaire and interviews was on the current employment state, barriers, if any, and solutions to employing and training apprentices.

A total of twenty-one organizations responded to the questionnaire. The total number of apprenticeable trades positions in these organizations stands at 1,975. This is composed of 1,770 (89.6%) journeyperson and 205 (10.4%) apprentice positions. Only twelve of the organizations employ any apprentices at all and three of the organizations account for 84.1% of the total apprentices. Apprentice employment and training is indeed a scarce human resource practice in the vast majority of the organizations included in this project. Rather, the practice has been to rely on attractive wages, benefits and job security to recruit journeypersons.

A look at the journeyperson to apprentice ratio can provide an estimate of the potential for apprentice employment growth in the Saskatchewan public sector. The current employed journeyperson to employed apprentice ratio in these organizations is 10.6 to one. If a more apprentice friendly employment and training ratio of three to one were applied, the number of apprentices potentially could increase by 426 to a total of 590. If this approach is applied to the total estimated trades population of 3,500 in the province, the number of apprentices could potentially be increased by 727 to reach a total of 1,057 up from the current estimate of 330. There is clearly capacity to expand the number of apprentices employed and trained in the public sector.

The age and equity group composition of journeypersons and apprentices underlines the merits of employing more apprentices. Almost six of every ten journeypersons are over the age of 45 while approximately nine out of every ten apprentices are 45 years of age and younger and a third of those are younger than 25 years of age. Only 2.6% of journeypersons, compared to 18.6% of apprentices, are of Aboriginal descent. Increasing the employment of apprentices in

public sector organizations, as a key approach in succession planning for aging journeypersons, presents an excellent opportunity for providing quality careers in the trades for Saskatchewan youth and equity group members, particularly Aboriginal youth.

The requirement to replace future retiring journeypersons is escalating from approximately 26 per year for the last three years to approximately 85 per year for the next five years. If this is extrapolated to the entire public sector estimated trades population, there will be a requirement to hire/replace approximately 156 journeypersons per year for the next five years. This will further increase over the next 10 to 15 years. In addition, the majority of these requirements will be in trades that are in high demand by other employers; electricians, industrial mechanics, heavy duty mechanics and carpenters. Employing and training more apprentices to become journeypersons will be necessary if public sector organizations are to have the right people with the right skills at the right time in their organizations.

Without exception, all interviewees, management and union, understand the importance of employing more apprentices. When asked to rank possible barriers to the employment of apprentices, the vast majority of the organizations indicated that the number of available full time equivalent positions (FTE's) and salary resources were the most significant barriers. The next most significant was listed as seniority clauses in union contracts, but by only 45% of the organizations and only two of those said it was a major barrier. In fact, there are a number of examples where management and unions have worked together to ensure there is flexibility in collective bargaining agreements and through special initiatives like Letters of Understanding to allow for apprentice selection based on other factors such as qualifications, skills and abilities as well as seniority, and for external sourcing of apprentices. However, more needs to be done.

The fundamental solution to this issue will be found in the encouraging of public organizations to implement good human resource planning and practices for their apprenticeable trades positions. Organizations need to establish multi-year succession plans for their trades that focus on employing and training apprentices rather than the traditional solution of the past of recruiting (sometimes referred to as poaching) journeypersons as they are needed. Decision-makers for these organizations need to respond and facilitate such planning by providing the resources, both FTE and salary budgets, to allow organizations to attract, employ and train significantly more apprentices as a primary means of ensuring that they have a future supply of journeypersons. Such a resource provision should be tied to appropriate flexibility in collective bargaining agreements to allow for at least 60% of the apprentice positions to be filled externally with a priority on youth and equity group members. These new apprentices should be sourced through partnerships with high schools, technical institutes and sponsoring organizations such as First Nations and Métis.

There is no question that Saskatchewan's public sector can and should expand its employment and training of apprentices. It is both necessary and the right thing to do. If governments expect employers to increase their investment in training our youth for careers in Saskatchewan, then governments must lead by example. If governments expect employers to develop representative workforces, then governments must lead by example. If public sector organizations expect to continue to operate effectively and efficiently in areas where skilled tradespersons are required, then they must act now. The solution will be found in a commitment to good human resource planning in order to ensure having the right people with the right skills in the right place at the right time. Expanding apprentice employment and training in public sector organizations is an opportunity that is overdue and one that must be seized now.

A. Background

The circumstances of Saskatchewan's aging workforce and robust economy are creating increasing challenges for organizations to find and retain qualified tradespersons for their workplaces and project sites. This is impacting on the province's economic and social well-being through lost opportunities, delayed work and lower productivity.

A recent national survey conducted by the Canadian Apprenticeship Forum concluded that employers are selling themselves short by not hiring apprentices and investing in their future labour force. The study found that, for every dollar invested in an apprentice, there is an average return of \$1.38 over the tenure of the apprentice. The study also found that one in five Canadian employers that could hire apprentices actually do.

The department of Advanced Education and Employment wishes to investigate this further in Saskatchewan's public sector. It is expected that findings from the public sector may also have applicability in the private sector. This report presents the results of an investigation into the employment of journeypersons and apprentices in Saskatchewan's larger public sector employers and presents recommendations for addressing barriers and solutions to increasing the number of apprentices employed and trained in such organizations.

B. Methodology

There is currently no clear picture of the number of journeypersons and apprentices employed in the public sector in Saskatchewan. Sask Trends Monitor has used information from the Labour Force Survey to arrive at an estimated 3,500 employees (three year annual average for 2003 to 2005) with trade certificates in Saskatchewan's public sector workplaces. Unfortunately, there are data and definitional problems in the Labour Force Survey such as excluding the on-reserve population, measuring only the highest level of completed education (a degree is considered "higher" than a diploma or certificate), measuring the completed education, not necessarily the level of education required for the position, and no data to measure the number of apprentices separately. This estimated 3,500 is thought to be somewhat of an over-estimate in that this is a measure of the number of individuals with trade qualifications and not of the number of jobs requiring a trade qualification.

Information from the Crown Investments Corporation and Public Service Commission data bases indicates that there may be as many as 1,641 apprentices and journeypersons working in Saskatchewan's crown corporations and 500 apprentices and journeypersons working in the provincial government departments. Unfortunately, again there are no separate counts of apprentices and journeypersons.

It was determined that the most timely and cost effective approach to determining the current state of journeyperson and apprentice employment in Saskatchewan's public sector, and recommendations for addressing barriers and solutions to increasing apprentice employment, would be to conduct a questionnaire and interview process. It is estimated that there are approximately 850 public sector employers in the province. A full census of these employers, particularly given that many of them are smaller, was deemed to be too time consuming and

costly. Rather, a subset of twenty-two of the larger public sector employers was chosen for this project. A short questionnaire was developed and distributed to these organizations, followed by face-to-face interviews with their human resource representatives to explore, in particular, barriers and solutions to employing apprentices in their respective organizations.

In addition, a selection of union representatives were also interviewed with a focus primarily on the barriers and solutions to employing more apprentices. Any increased efforts to employ more apprentices in public sector organizations through the removal of barriers and/or the application of solutions and innovative approaches will undoubtedly require joint efforts by management and unions.

See Appendix A for a list of the twenty-two organizations and the unions included in this project. Appendix B contains the questionnaire and its aggregated results from twenty-one of the twenty-two organizations that responded.

C. Key Findings

a) Employment Numbers

A total of twenty-one organizations responded to the questionnaire. The total number of journeyperson and apprentice positions in these organizations stands at 1,975. This total is composed of 1,770 (89.6%) journeyperson positions and 205 (10.4%) apprentice positions. Ninety-eight percent (1,738) of the journeyperson positions were filled at the time of this project compared to only 80% or 164 of the apprentice positions. Only twelve (57%) of the twenty-one organizations employed any apprentices at all. This is better than the one in five number of employers found in the national study. However, if we look at the organizations which employ the most apprentices, we find that three of the organizations employing apprentices employ 84.1% of the total number of apprentices. Apprentice employment and training is indeed a scarce human resource practice for the vast majority of the organizations included in this project. Rather the practice has been to rely on attractive wages, benefits and job security to recruit journeypersons from other organizations.

These base numbers provide a clear resounding affirmative response to the question: “is there capacity to expand the number of apprentices employed and trained in the public sector”? The ratio of journeypersons to apprentices is 1,738 to 164 (10.6 to 1). If we apply a ratio of three journeypersons to one apprentice to portray a more apprentice-friendly employment and training environment in these organizations, the number of apprentices could be expanded from 164 to 590, an increase of 426 apprentices in twenty-one public sector organizations. This, of course, would be dependent on other factors such as available FTE's, salary dollars, technical training spaces and sufficient work to justify such an increase.

If we apply the journeyperson to apprentice ratio of 10.6 to 1 to the estimated 3,500 tradespersons in the entire public sector in Saskatchewan, it is estimated that the total number of apprentices may be as few as 330. Again using a three to one journeyperson to apprentice ratio, a potential exists to expand the number of apprentices employed by public sector organizations in Saskatchewan by 727 to a level of 1,057. There is clearly capacity to expand the number of apprentices employed and trained in the public sector.

b) Representative Workforce Composition

A look at representative workforce composition of the journeypersons and apprentices reveals a significant need and opportunity for these organizations. Of the 1,738 journeypersons currently employed only 46 (2.6%) are of Aboriginal descent, 19 (1.1%) are women in non-traditional trades and 15 (0.9%) are visible minorities. Unfortunately the questionnaire did not ask for information on people with disabilities. The apprentice population is somewhat more representative with 31 apprentices (18.9%) being of Aboriginal descent, 5 (3.0%) being women in non-traditional trades and 1 (0.6%) being a visible minority member. There is a need and opportunity here to begin to address the need for representative workforces in these public sector organizations through the expansion of the number of employed apprentices with an emphasis on equity group participation. Public sector organizations have a responsibility to be leaders in this area.

c) Age Composition

The age composition of the journeyperson employees of these public sector organizations highlights the significant recruiting challenges facing these organizations in the very near future. Almost six out of every 10 journeypersons (1,016) are over the age of 45 while 40% (701) are aged 25 to 45. Only 1% (17) are younger than 25 years of age. Future retirements will escalate at a time when competition for journeypersons is escalating both within Saskatchewan and elsewhere.

The merit of employing apprentices as an integral component of an organization's human resource planning is born out by the age composition of the current apprentice population. Almost one-third (51) of the employed apprentices are younger than 25, almost 60% (98) are aged 25-45 and only 9.1% (15) are older than 45 years of age. Over 90% of these skilled employees will potentially be available as journeypersons for their organizations for many years to come.

When organizations were asked how many resignations and retirements in the trades they had experienced over the past three years, the response was approximately 80. When asked how many journeypersons their organizations will need to replace/hire over the next five years the responses totaled 427. This shows an increase in the annual average replacement requirement for journeypersons from approximately 26 per year to 85 per year. This represents greater than a three fold increase.

If we extrapolate this to the estimated 3,170 journeypersons in all public sector organizations this will mean there will be a need to recruit 156 journeypersons each year for the next five years. This will undoubtedly increase over the next 10 to 15 years given that the age distribution of current journeypersons will only increase in the near term. This presents either a severe problem or a tremendous opportunity.

Without exception, all of the human resource and union representatives interviewed realize both the seriousness and the opportunity of this situation. They recognize that past practices of recruiting (sometimes referred to as poaching) journeypersons from elsewhere, as almost the sole source of skilled tradespersons, will no longer be appropriate or as successful as it has been in the past. Competition is increasing both within Saskatchewan and from outside the province for skilled tradespersons. Expectations are increasing for public organizations to show leadership in employing Saskatchewan youth and equity group members. The time is overdue for public

sector organizations to do a better job of addressing their skilled tradesperson needs through robust apprentice initiatives that include a youth and representative workforce emphasis.

d) Journeypersons by Trade

A look at the trades' representation of the journeyperson positions shows that 28 of the 50 apprenticeable trades are represented in these public sector organizations. The most significant trades by number are power linepersons at 461 (26.1% of the total), electricians at 317 (17.9% of the total), industrial mechanics at 200 (11.3% of the total), heavy duty mechanics at 143 (8.1% of the total) and carpenters at 102 (5.8% of the total). These five trades represent 69.1% of all the journeyperson positions in the twenty-one organizations who responded to the questionnaire. These five trades are also trades that are in high and growing demand from industry both within Saskatchewan and elsewhere.

e) Recruiting Processes

A look at past and present journeyperson recruiting processes shows that both internal and external recruiting processes are used by the majority of the organizations (18 of 21) and in most cases this is done simultaneously. Recruitment of apprentices, when done, is similar with 12 of 21 organizations using both internal and external simultaneous recruiting. Three organizations use an internal process only and six responded as not applicable.

One of the concerns expressed occasionally is that internal job postings go to the most senior qualified applicants. The concern is that this results in older employees securing apprentice positions often when they are in the latter third of their work life, thus limiting the years of service they will provide in a workplace as a journeyperson and taking away opportunities from younger and possibly more representative workers. This concern is not born up by the current age composition of apprentices in these organizations with only 9.1% of the apprentices being over 45 years of age. However, this low percentage could also reflect the fact that so few apprentice positions have been created and filled in these organizations.

In response to the question: "In internal recruitment is access to apprenticeship positions based on seniority within a collective bargaining unit?" there are other factors such as skill, ability, qualifications and representative workforce considerations being utilized by six of the organizations. There is more about this in the sections on Barriers and Solutions. Nine of the organizations look at seniority as the primary factor in determining successful internal candidates.

When recruiting internally for apprenticeship positions, ten organizations indicated that they screen candidates by testing to establish eligibility while eleven organizations indicated they did not. The ten organizations all test for both ability and aptitude using a variety of methods including interviews, written exercises, reference checks, qualifications, prerequisite high school classes (math, sciences, english) or post-secondary programs, physical testing and trial employment periods.

f) Barriers

Organizations were asked to rate seven possible barriers to employing apprentices according to four levels of severity: not a barrier, minor barrier, somewhat of a barrier and major barrier. Twenty of the organizations answered this question. The two main barriers listed by the organizations were first, the number of positions (FTE's) available and second, salary dollars.

The barriers which received the lowest ratings were journeypersons unwilling to train apprentices and lack of interest in becoming an apprentice.

Grouping the barriers according to the two most significant levels (somewhat of a barrier and major barrier), and the two least significant levels (not a barrier and minor barrier), results in the following rating by type of barrier. Sixteen (80%) of the organizations ranked the number of positions (FTE's) and salary dollars as either somewhat of a barrier or a major barrier to employing apprentices. Nine of these identified the number of available positions (FTE's) as a major barrier. The next highest ranked barrier was seniority clauses in union contracts, but only nine organizations (45%) rated this barrier as most significant with only two ranking it as a major barrier. The other barriers: past hiring practices, number of journeypersons within the organization, journeypersons unwilling to train apprentices and lack of interest in becoming an apprentice, were rated by 60% or more of the organizations as either not a barrier or a minor barrier.

When asked to identify any other barriers or challenges experienced in employing apprentices, four organizations identified being unable to guarantee an apprentice a journeyperson position upon completion of their apprenticeship. Two organizations identified rural locations as a barrier to employing and training apprentices. Other barriers identified were ensuring the apprentice to journeyperson ratio was not exceeded, having enough training spots at SIAST, limited exposure to all aspects of a trade, training location, training delivery structure, no provision for apprentices in their collective agreement and providing competitive wages. However, these latter barriers were not identified by more than any one organization. It is significant to note that only six organizations (35%) listed past hiring practices as a significant barrier. This would seem to indicate that the majority of the human resource representatives of these organizations are more than ready to seek solutions for employing and training more apprentices in their workplaces.

g) Solutions

It is evident that the past practices of most of the public sector organizations surveyed and interviewed in this project have focused on recruiting journeypersons from other organizations to meet their skilled tradesperson needs.

This practice is limiting from a number of perspectives. It recruits (sometimes referred to as poaching) journeypersons from other organizations, particularly smaller organizations, thereby limiting their productivity and competitiveness in the marketplace. It also limits their commitment to employing and training apprentices when they lose the end product of their investment, the journeyperson, to larger, more attractive (wages and benefits) employers. It limits the province's ability to employ and train Saskatchewan's youth and equity group members in trades' careers. Public sector organizations should be setting the example as leaders in this area.

It also limits the public sector's ability to provide ongoing high quality services. As one interviewee so aptly put it, "tradespersons need to understand the business, not just the trade". Apprentices employed and trained by an organization learn the business as well as the trade and in most cases, develop a strong commitment to the employer. Journeypersons hired from outside an organization know the trade, but still have to be trained to learn the business and may not have as strong a commitment to the employer. As more and more journeypersons retire, the opportunity to train younger apprentices the business as well as the trade will diminish. And

finally, it limits an organization's options for addressing its skilled tradespersons needs. During a period of strong economies, locally and elsewhere, the increased competition for tradespersons makes it more difficult, both from an availability and wage perspective, to find the right people with the right skills at the right time. A number of the organizations interviewed already expressed difficulties in finding journeyman trades such as industrial mechanics, electricians and welders. This challenge is only going to increase in the foreseeable future.

Without exception, all organizations interviewed recognize the need to increase their employment of apprentices as an integral component of trade succession planning for their organizations. Some organizations have begun to do something about this in partnership with their unions that represent their tradespersons. The following are examples of good practices and/or mechanisms that are being implemented to facilitate the increased employment of apprentices:

- (i) The Saskatchewan Public Service Commission (PSC) and the Saskatchewan Government and General Employees Union (SGEU) have signed a Letter of Understanding (LOU 98-3) that enables the PSC to advertise for permanent and probationary employees to establish eligibility lists for potential apprenticeship opportunities, according to departmental needs for tradespersons. This LOU is meant to facilitate department specific efforts to attract more young persons and equity group members to provincial government trades opportunities. Consideration may also be given to permanent employees who have successfully completed at least the first year of apprenticeship training and related experience. See Appendix C for a copy of this LOU 98-3.
- (ii) The Saskatchewan PSC, the SGEU and Saskatchewan Highways and Transportation have implemented a Letter of Understanding (LOU 03-10) to establish a mechanic/welder apprenticeship initiative supernumerary to the normal staffing complement, through to journeyman status through partnerships with Aboriginal organizations. This apprenticeship initiative consists of a maximum of 16 apprentices, 75% of whom will be hired through a partnership with various Aboriginal organizations, and 25% of whom will be internal departmental appointments. The basis for the assessment and evaluation of all the applicants, external and internal, will be the completion of the pre-employment program or first year Apprenticeship equivalent and the core competencies developed for the apprentice position. The Aboriginal apprentices are hired and paid through a cost-sharing partnership with sponsoring Aboriginal organizations. The staffing provisions of the PS/GE Collective Bargaining Agreement shall not apply. Both new and existing employees shall be appointed to term positions for the duration of the apprenticeship training. All tuition, books and associated travel and living costs will be the responsibility of the apprentice. See appendix C for a copy of this LOU 03-10.
- (iii) The Saskatchewan PSC, the SGEU and Saskatchewan Environment and Resource Management - Northern Air Operations have implemented a Letter of Understanding (LOU 01-11) to establish an Aircraft Maintenance Engineer (AME) apprentice initiative. This initiative consists of a maximum of eight apprentices. Four apprentices will be hired through a partnership with local First Nations and Métis partners. The staffing provisions of the PS/GE Collective Bargaining Agreement

shall not apply. Four apprentice positions will be staffed in accordance with the Collective Bargaining Agreement. In total six of the eight apprentice positions shall be designated Employment Equity Aboriginal Ancestry, but posting shall be simultaneous. Both individuals new to government service and existing permanent employees, shall be appointed to term positions for the duration of the apprentice training. A staffing panel consisting of representatives from the Department, Northern Air Operations staff, SGEU and Partners shall conduct the selection process. Positions are assessed and filled by qualified candidates. The basis for the assessment and evaluation of applicants includes technical and academic aptitude tests and the core competencies developed for the apprentice position. The external Aboriginal apprentices' salaries are cost-shared by the department and the respective Aboriginal partners. All tuition, books and associated travel and living costs will be the responsibility of the apprentice. See Appendix C for a copy of the LOU 01-11 and a cost sharing Agreement between the Department and Woodland Cree Enterprises Inc.

- (iv) Saskatchewan Government Insurance and the Canadian Office and Professional Employees Union (COPE) are implementing a Letter of Understanding to employ two students as Apprentice - Auto Body Repair Technician, Apprentice - Auto Mechanic or Apprentice - Electrician. As an Employment Equity Employer, SGI gives consideration to providing apprentice opportunities to individuals who have self-declared under the terms of the Employment Equity Program. Students recruited under this program externally shall be considered temporary full-time employees. While registration, transcript (confirming formal education), tuition and materials fees are the responsibility of the apprentice, they will be reimbursed by SGI upon successful acceptance into an Apprenticeship Agreement with SGI. Tuition fees and material costs shall be reimbursed upon successful completion of each journey trade examination, provided the Apprentice returns to SGI for re-employment. SGI is currently exploring possible student applicants from Cochrane High School. See Appendix C for a copy of the SGI/COPE LOU.
- (v) The City of Regina, CUPE Local 21 and Amalgamated Transit Union Local 588 have signed Letters of Understanding to implement an Apprenticeship Training Program for their workers. The Apprenticeship Training Program is intended to apply to trades based positions employed by the City of Regina. It is intended to allow individuals employed by the City to complete all requirements necessary to achieve journeyperson status in their respective trades. All apprentice positions are filled by means of an internal job bulletin. A qualified employee having accepted an appointment to an Apprenticeship Training Position shall be allowed six months to prove himself/herself capable of filling the position. A joint Apprenticeship Review Board comprised of management representation from the specific trade work unit, journeyperson peer representation from the specific trade work unit, Human Resources department representation and Local Union representation reviews the performance of apprentices. Apprentices are entitled to collect Employment Insurance benefits during their technical training periods at 55% of the normal weekly salary. In addition, apprentices attending training sessions will be paid additional amounts topping up their maximum EI benefit payment to 95% of normal weekly earnings through the establishment of a Supplemental Unemployment Benefit (SUB) program. See appendix C for a copy of the City of Regina/CUPE Local 21 LOU.

- (vi) The Universities of Regina and Saskatchewan and the Canadian Union of Public Employees (CUPE) have negotiated new wording in their most recent Collective Bargaining Agreements which enables vacancies in apprentice positions to be filled on the basis of skills, abilities and qualifications of the applicants. Where these factors are relatively equal, the Employer will select the most senior applicant. Apprentice positions are posted as term positions. See Appendix C for a copy of relevant wording from the University of Regina Collective agreement 2004-2006 with the University Employees' Union CUPE Local 1976.

D. Conclusion and Recommendations

The above initiatives all have merit in the efforts to increase apprentice employment and training in public sector organizations. However, given the still minimal numbers of apprentices in the public sector, much more significant and widespread efforts are required.

The fundamental solution to this issue will be found in the encouraging of public organizations to implement good human resource planning and practices for their apprenticeable trades positions. Of the organizations interviewed, SaskPower stands out as a significant employer of both journeypersons and apprentices and a leader in good human resource planning. It has established human resource multi-year plans for most of its trades, which has enabled the employment of additional apprentices by justifying additional FTE's and salary budget dollars. It recognizes the need to develop its future journeyperson supply through a robust apprentice employment and training program. It has adjusted its tradespersons' wages to remain competitive in the marketplace for both journeypersons and apprentices. It pays third year apprentice wage rates to starting apprentices to be able to attract qualified candidates. It also encourages young people to pursue trades by providing scholarships at SIAST for trades. SaskPower employs even if they themselves do not employ the successful scholarship recipients. SaskPower understands and supports the effort to increase the overall pool of tradespersons available in Saskatchewan and leads by example. They have set the bar at a level that other public sector organizations need to reach.

Organizations need to conduct sound human resource planning for their trades by establishing multi-year succession plans that go beyond the traditional recruitment of journeypersons. Decision makers for these organizations need to respond and facilitate such planning by providing the resources, both FTE's and salary budgets, to allow organizations to attract, employ and train significantly more apprentices as a primary means of ensuring that they have a future supply of journeypersons. Such a resource provision should be tied to appropriate flexibility in collective bargaining agreements to allow for at least 60% of the apprentice positions to be filled externally with a priority on youth and equity group members. These new apprentices should be sourced through partnerships with high schools, technical institutions and partnering organizations such as First Nations and Métis.

The time could not be better or more urgent for such efforts to be implemented. Journeypersons are getting harder to recruit. Awareness of the challenge to obtain and retain skilled workers is high. At the same time, turnover of existing journeypersons is relatively low in the public sector thereby making succession planning forecasting based on age, retirement history and trade

relatively accurate. Trades related training capacity in the province is being expanded at SIAST, Regional Colleges, Saskatchewan Indian Institute of Technologies (SIIT) and Dumont Technical Institute (DTI). The supply of potential apprentices is growing significantly through initiatives like the Construction Careers projects and the Saskatchewan Youth Apprenticeship program which is being expanded this year to all high schools by the Saskatchewan Apprenticeship and Trade Certification Commission. While the potential supply of apprentices is increasing, this potential may go elsewhere if employers do not increase the opportunities for apprentices in their workplaces. The time for public sector organizations to act is now.

During the course of interviews with human resource and union representatives, a number of additional suggestions were offered for how to increase the employment and training of apprentices in public sector organizations. These are complementary to the primary recommendation above. They are:

- (i) Create a program similar to CIC's Grad Works Program but specifically for apprentices. An Apprentice Works Program would provide funding to organizations to assist with the employment of Saskatchewan youth through partnerships with high schools and technical institutes throughout the province. Such a program would have to be a multi-year program to enable apprentices to progress through an apprenticeship to journey person status. It could be provided at decreasing rates of program funding so that the receiving organization would provide an increasing share of the wage as the apprentice becomes more productive for the organization as they advance to higher levels of apprenticeship and proficiency. The scope of such a program would require consultation. In particular, should such a program apply to just the public sector to the exclusion of the private sector or should it apply to the public sector at all?
- (ii) Encourage like organizations (e.g. school divisions, health regions, government departments) to establish joint training committees with their union partners under the Apprenticeship Act to provide a rotation of apprentice work opportunities for youth. Such an initiative may help address two concerns; the inability of any one organization to provide the full breadth of work experience for an apprentice in a trade and the inability of an organization to guarantee an apprentice a journey person position upon successful completion of their apprenticeship. By rotating from workplace to workplace on a coordinated schedule, apprentices could be assured full work exposure to their respective trades and employers may be able to better mesh apprentice availability with work requirements and schedules. By having a pool of graduating apprentices at different times, employers could draw from that pool as they need to replace journeypersons thereby increasing the likelihood that an apprentice would secure a journey person position upon completion of their apprenticeship with one of the participating organizations.
- (iii) Develop an information package and workshop for employer and employee representatives on good human resource practices and current initiatives such as Letters of Understanding aimed at increasing the number of apprentices employed and trained by public sector organizations. Such a package could ensure a full understanding of the apprenticeship system in Saskatchewan, available programming and examples of good practices in various like organizations. Examples of good

practices in existing LOUs, but not common to all, include provision for top up of an apprentice's EI when in technical training, reimbursement of tuition and equipment fees upon successful completion of an apprenticeship level and a return of service commitment to enable an employer to achieve a return on investment from an apprenticeship.

- (iv) Provide special incentives and adult training principles refreshers for journeypersons who undertake to provide training and mentorship for apprentices.
- (v) Provide market supplements where necessary to ensure journeyperson and apprentice wages are competitive to attract and retain employees in times of increasing competition for skilled tradespersons.
- (vi) Review apprentice pay rates and, if necessary, pay apprentices at a higher percentage of the journeyperson pay rate in order to attract employees to apprentice positions from other job classifications.
- (vii) While the issue of apprentice to journeyperson ratio is virtually non-existent in the public sector given the small number of apprentices relative to journeypersons, there may be specific situations where some flexibility would be helpful. This may be the case in smaller employers with few journeypersons and isolated locations. The Apprenticeship Act allows the Apprenticeship Commission to authorize appropriate flexibility in the ratio application, provided a good training plan for the apprentice(s) is possible and provided health and safety considerations are maintained. This can only be done on a case by case basis.
- (viii) Create a team of public sector representatives to promote apprentice and trades careers opportunities in schools and communities throughout Saskatchewan. This, of course, would have to be done in conjunction with a significant expansion of apprentice opportunities in the public sector.

There is no question that Saskatchewan's public sector can and should expand its employment and training of apprentices. It is both necessary and the right thing to do. If governments expect employers to increase their investment in training our youth for careers in Saskatchewan then governments must lead by example. If governments expect employers to develop representative workforces then governments must lead by example. If public sector organizations expect to continue to operate effectively and efficiently in areas where skilled tradespersons are required, then they must act now. The solution will be found in a commitment and action to good human resource planning in order to ensure having the right people with the right skills in the right place at the right time. Expanding apprentice employment and training in public sector organizations is an opportunity that is overdue and one that must be seized now.

APPENDIX A – LIST OF ORGANIZATIONS CONTACTED

Public Sector Organizations

Crown Corporations

SaskTel
SaskPower
SaskEnergy
Saskatchewan Government Insurance
Saskatchewan Transportation Company
Saskatchewan Watershed Authority
SaskWater

Provincial Departments

Sask Property Management
Highways and Transportation
Corrections and Public Safety
Environment

Municipal

City of Regina
City of Saskatoon

Education

University of Regina
University of Saskatchewan
Regina S.D. No. 4
Regina R.C.S.S.D. No. 81
Saskatoon S.D. N0. 13
St. Paul's R.C.S.S.D. No. 20

Health

Regina Qu'Appelle Health Region
Saskatoon Health Region

Federal Government

RCMP Academy

Unions

Saskatchewan Government and General Employees Union
Canadian Union of Public Employees
IBEW 2067
Amalgamated Transit Union
SFL Apprenticeship Committee
Saskatchewan Provincial Building and Construction Trades Council

Other

Saskatchewan Construction Association

APPENDIX B - QUESTIONNAIRE – EMPLOYMENT OF JOURNEYPersons AND APPRENTICES

Using the list of apprentice able trades in Saskatchewan on page 2, please answer the following questions about your organization's workforce.

Current Journeypersons and Apprentices

1. Please complete the following table related to your organization’s current positions/staff. If you do not know an answer please leave that cell in the table blank.

	Journeypersons	Apprentices
Number of positions which require journeyperson certification (please complete the table following question 4. to identify the number of journeypersons by trade)	1,770	N/A
Number of positions for apprentices	N/A	205
Number of positions requiring journeyperson certification and/or apprentices filled full-time on September 30, 2006	1,706	155
Number of positions requiring journeyperson certification and/or apprentices filled part-time on September 30, 2006	32	9
Number of journeypersons and/or apprentices who are of Aboriginal descent	46	31
Number of journeypersons and/or apprentices who are Visible Minorities	15	1
Number of journeypersons and/or apprentices who are Women in Non-Traditional Trades	19	5
Over the last 3 years, what was the annual average number of resignations from positions requiring journeyperson certification and/or apprentices?	76.66	1.66
Over the last 3 years, the average number of retirements per year from positions requiring journeyperson certification and/or apprentices?		

2. How many **journeypersons** will your organization need to replace/hire over the next five years? 427
3. What is the age distribution of the **journeypersons** currently employed in your organization?
- Number younger than 25? 17
- Number aged 25-45? 701
- Number older than 45? 1,016

4. What is the age distribution of the **apprentices** currently employed in your organization?

Number younger than 25? 51
 Number aged 25-45? 98
 Number older than 45? 15

Number of Journeypersons by Trade			
Designated Apprenticeship Trade	#	Designated Apprenticeship Trade	#
Agricultural Machinery Technician	1	Insulator	2
Aircraft Maintenance Engineer Technician	25	Ironworker Reinforcing Rebar	0
Automotive Service Technician	33	Ironworker Structural	0
Boilermaker	0	Locksmith	2
Bricklayer	2	Machinist	19
Cabinetmaker	0	Meat Cutter	0
Carpenter	102	Motor Vehicle Body Repairer	65
Concrete Finisher	0	Oil Rig Technician	0
Construction Craft Labourer	0	Painter and Decorator	45
Cook	63	Partsperson	5
Crane and Hoist Operator	0	Pipeline Equipment Operator	0
Custom Harvester	0	Plasterer	2
Drywall and Acoustical Mechanic	0	Plumber	84
Electrician	317	Pork Production Technician	0
Electronics Assembler	0	Power Lineperson	461
Electronics Technician (Consumer Products)	2	Refrigeration Mechanic	14
Floorcovering Installer	1	Roofer	0
Food and Beverage Person	0	Sheet Metal Worker	4
Glassworker	1	Sprinkler Systems Installer	1
Guest Services Representative	0	Steamfitter-Pipefitter	37
Hairstylist	0	Steel Fabricator	0
Heavy Duty Equipment Mechanic	143	Tilesetter	0
Horticulture Technician	0	Truck and Transport Mechanic	10
Industrial Instrument Mechanic	71	Water Well Driller	0
Industrial Mechanic (Millwright)	200	Welder	57

Recruiting Processes

5. How are **journeypersons** hired for your organization?

Internal process? 0
 External recruitment? 2
 Both? 18

6. How are **apprentices** hired for your organization?

Internal process? 3
 External recruitment? 0
 Both? 12
 N/A 6

7. If you recruit internally, is access to **apprenticeship** positions within your organization based on seniority within a collective bargaining unit?

Yes 9
 No 1
 Other 6
 N/A 5

If you selected other, please explain.

8. If recruiting internally for **apprenticeship** positions, does your organization screen candidates by testing to establish eligibility?

Yes 10
 No 11

9. If your organization screens candidates for **apprenticeship** positions, do you test for:

Ability? Yes 10 No 0
 Aptitude? Yes 9 No 1

Barriers/Solutions

10. Please rate the degree (✓) to which each of the following is a barrier/challenge to employing **apprentices** within your organization.

	Not a barrier	Minor barrier	Somewhat of a barrier	Major barrier
Number of positions available (FTE's)	1	3	7	9
Salary dollars	0	4	10	6
Seniority clauses in union contract	6	5	7	2
Past hiring practices	9	5	4	2
Number of journeypersons within the organization	10	2	6	2
Journeypersons unwilling to train apprentices	15	2	3	0
Lack of interest in becoming an apprentice	14	4	2	0

11. Please identify any other barriers/challenges your organization is experiencing in employing **apprentices**.

- **Unable to ensure promotion to journeyperson position.**
- **Rural Saskatchewan locations.**
- **Sufficient training places.**
- **Training Location.**
- **Cannot provide full exposure to the trade.**
- **Ensuring competitive wages.**
- **No provision in the collective agreement for apprentices.**
- **Ratio (Journeyperson to Apprentice).**

12. What suggestions do you have to increase the number of **apprentices** within public sector institutions and organizations?

- **Need additional FTE and salary resources.**
- **Funded work placements for apprentices.**
- **More flexibility around seniority in collective bargaining agreements.**
- **Apprentice pool rotation with group of employers.**
- **Partnerships with education institutions and Aboriginal organizations.**

13. Please describe any successful practices which increased the number of **apprentices** within your organization?

- **Letters of Understanding with unions.**
- **Multi-year human resource planning for the trades.**
- **Promotion of trades career opportunities in schools and communities.**
- **Scholarships for trades.**

Other

14. Which of the following best describes your organization? (√)

Post-secondary Institution _____

School Division _____

Urban Municipality _____

Health Region _____

Crown Corporation _____

Government Department _____

Other _____

15. Name of your organization: _____

16. Name of person completing this questionnaire: _____

17. Contact information (phone/fax/e-mail):

Please return this questionnaire to Mr. Wayne McElree in the enclosed self-addressed envelope.

Thank you very much for taking the time to complete this questionnaire! Your input is very much appreciated.

APPENDIX C

Page

- Letter of Understanding (98-3) – Trade Apprenticeship Program 19
- Letter of Understanding (03-10) between Saskatchewan Public Service Commission and Government and Saskatchewan Employee’s Union
Re: Department of Highways and Transportation – Mechanic/Welder Training Initiative 21
- Letter of Understanding (01-11) between Saskatchewan Public Service Commission and Saskatchewan Government and General Employees Union
Re: Saskatchewan Environment and Resource Management (SERM) – Northern Air Operations (NAO) to establish an Aircraft Maintenance Engineer (AME) Apprenticeship initiative. 26
- Agreement between Woodland Cree Enterprises Inc. and Saskatchewan Environment 30
- Appendix E: SGI/COPE Letter of Understanding 36
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LETTER OF UNDERSTANDING
98-3
TRADE APPRENTICESHIP PROGRAM

Appointment and Contract

For permanent and probationary employees, the Commission may, according to estimated departmental needs for tradespeople, advertise to establish eligible lists for potential apprenticeship opportunities. For labour service employees, this function will be carried out at the departmental level within the section.

Consideration may be given to permanent employees who have successfully completed at least the first year requirements of apprenticeship training and related experience.

Employees who are indentured will enter the program at a level based on their qualifications as determined by the Apprenticeship and Trade Certification Unit of the Department of Post-Secondary Education and Skills Training.

The Department or an employee can terminate the Agreement of Apprenticeship at any time during the first six months of apprenticeship. If, at the end of the six month period, both the employee and the Department are satisfied to continue the Agreement of Apprenticeship, a Contract or Indenture will be made and registered with the Apprenticeship and Trade Certification Unit.

An Indentured Apprentice may be removed from the Apprenticeship Program and the Apprenticeship Contract cancelled for any of the following reasons:

- (a) Resignation;
- (b) Just cause;
- (c) If an apprentice fails to attend the apprenticeship training course when scheduled, provided that his failure to take such classes is not due to a cause beyond his control;
- (d) If an apprentice fails an apprenticeship training course at any one level on more than one occasion;
- (e) Continuous lay-off due to lack of work for a period in excess of twelve months.

Apprentices in the heavy equipment repair program will be required to complete the four year Heavy Duty Equipment Mechanic apprenticeship program, or the three year Welder program plus an additional year of training in heavy equipment repair.

Appointment to a Journeyman position shall be through the normal advertising and selection process.

Leave of Absence

Employees who are indentured will, subject to the Department being able to meet its normal operational requirements, be granted leave of absence without pay to attend the required formal training.

LOU 98-3
 TRADE APPRENTICESHIP PROGRAM

Rates of Pay

The following salary ranges will apply to Apprentices in the heavy equipment repair program:

Effective Date	Hourly Rate				
	\$	\$	\$	\$	\$
October 1, 1998	16.695	17.599	18.503	19.408	20.313
October 1, 1999	17.029	17.951	18.873	19.796	20.719

The above salary ranges will be adjusted by the same percentage salary increase as is negotiated for the bargaining unit as of October 1 of each year.

An Apprentice will move to the next pay rate only after having successfully completed the prescribed training course and experience requirements. The effective date for the new rate will be the first day of the pay period following the date of successful completion.

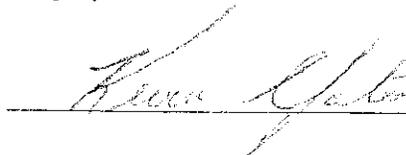
General

The terms of this Letter of Understanding shall govern where the terms of the Apprenticeship Contract of the Department of Post-Secondary Education and Skills Training differ from the terms set out herein.

Signed on behalf of the Saskatchewan
 Public Service Commission



Signed on behalf of the
 Saskatchewan Government and General
 Employees' Union



Date: Feb 25/99

Date: Feb 26/99

LETTER OF UNDERSTANDING 03-10
(Renewed/Revised 2005)

BETWEEN

SASKATCHEWAN PUBLIC SERVICE COMMISSION

AND

SASKATCHEWAN GOVERNMENT AND GENERAL EMPLOYEES' UNION

RE: Department of Highways & Transportation - Mechanic/Welder Training Initiative

This Letter of Understanding is to establish a mechanic/welder apprenticeship training initiative supernumerary to the normal staffing complement, through to Journey person status through partnerships with various Aboriginal organizations.

The parties agree to the following provisions:

STAFFING

The Apprenticeship initiative will consist of a maximum of 16 Apprentices, 75% of whom will be hired through a partnership with various Aboriginal organizations, and 25% of whom will be internal departmental appointments.

- 1) 75% of the Apprentices will be hired through a cost-sharing partnership with various Aboriginal organizations.

The staffing provisions of the PS/GE Collective Bargaining Agreement shall not apply. Individuals new to the PS/GE Bargaining Unit shall be appointed to TERM positions for the duration of the Apprenticeship training.

The basis for the assessment and evaluation of applicants will be the completion of the pre-employment program or 1st year Apprenticeship equivalent and the core competencies developed for the Apprentice position.

- 2) 25% of the apprentice positions will be staffed in accordance with Article 6.2.3.1 A) 1 of the collective agreement.

Should a successful candidate be an existing permanent employee, they shall be granted a definite leave of absence from their permanent position and appointed to a TERM position for the duration of the Apprenticeship training.

The basis for the assessment and evaluation of applicants will be the completion of the pre-employment program or 1st year Apprenticeship equivalent and the core competencies developed for the Apprentice position.

COMPENSATION AND BENEFITS

- 1) Apprentices shall be compensated one classification level lower than that of the journeyperson mechanic/welder.
 - a) The minimum and maximum of the Apprenticeship salary range shall be the same as that negotiated for the appropriate classification level but shall consist of five steps within the applicable range calculated as follows:
 - i. 1st step equals range minimum;
 - ii. 2nd step equals midpoint between range minimum and the 3rd step;
 - iii. 3rd step equals midpoint between range minimum and maximum;
 - iv. 4th step equals midpoint between the 3rd step and the 5th step;
 - v. 5th step equals range maximum.

| Hourly Rate |
|-------------|-------------|-------------|-------------|-------------|
| \$18.430 | \$19.428 | \$20.426 | \$21.424 | \$22.422 |

The salary range minimum and maximum will be adjusted by the same percentage salary increase as is negotiated for the bargaining unit as of October 1st of each year and intervening steps recalculated based on mid points.

- b) Each step within an applicable Apprenticeship salary range that is above the 1st step (i.e., entry level), represents successful completion of the first, second, third, or fourth year requirements of the applicable Apprenticeship training.
 - i. 2nd step achieved after successful completion of the 1st Apprentice year requirements;
 - ii. 3rd step achieved after successful completion of the 2nd Apprentice year requirements;
 - iii. 4th step achieved after successful completion of the 3rd Apprentice year requirements;
 - iv. 5th step achieved after successful completion of the 4th Apprentice year requirements.
- c) Movement to the next step in the range shall only occur following:
 - (1) successful completion of the applicable Apprentice year (i.e., eligible for the next Apprenticeship year card); and
 - (2) Receipt by the employer of written confirmation of successful completion of the applicable Apprentice year.
- d) The effective date for the new pay rate identified in c) above will be the first day of the pay period following successful completion of the Apprentice year.

- e) Employees/Apprentices will enter the Apprenticeship salary at a level based on their qualifications as determined by the Saskatchewan Apprenticeship and Trade Certification Commission.
 - f) Existing employees (internal Apprentice appointee) shall enter the Apprenticeship Program at the greater of their current rate of pay or rate identified in e) above subject to the maximum of the Apprenticeship salary range
 - g) Where an internal Apprentice appointee has:
 - (1) Obtained journeyman status;
 - (2) Returned to his or her home position; and
 - (3) been subsequently appointed to a journeyman position not more than two years after completing journeyman certification requirements, the employee's salary on appointment to the journeyman position shall be based on the greater of their home position salary or the maximum of the current Apprenticeship range.
 - h) If an internal Apprentice appointee returned to their home position after attaining journeyman certification that after two years in a non-journeyman position, the salary administration rules regarding promotion, demotion and transfer would apply based on their home position salary rate.
 - i) Apprentices, who have completed all the requirements and obtained journeyman certification (i.e., Journeyman Certificate of Qualification), shall not progress into the journeyman salary range until appointed to a journeyman position.
- 2) The two internal Apprentice appointees not hired under the Aboriginal Partnership shall be provided compensation in regards to the Apprenticeship top-up and eligibility for benefits in accordance with Article 15.17.
 - 3) The six Apprentices hired under the Aboriginal Partnership Program shall not be entitled to access the Apprenticeship top-up and eligibility for benefits as outlined in Article 15.17.

FORMAL TRAINING

- 1) Internal Apprentice appointees hired in the Fleet Services Apprentice Program will be required to complete a four year heavy duty mechanic/welder Apprenticeship program through a Post Secondary Institution approved by management.
- 2) In accordance with Article 18.2.1 of the PSC/SGEU Collective Agreement, the internal Apprentice appointees who are indentured will be, subject to the Department being able to meet its normal operational requirements, granted a leave of absence without pay to attend the required formal training through a Post Secondary Institution approved by management. All tuition, books and associated travel and living costs will be the responsibility of the Apprentice.

TERMINATION OF APPRENTICESHIP

- 1) The Department or an employee/Apprentice can terminate the Agreement of the Apprenticeship at any time during the first six months of apprenticeship. If, at the end of the six-month period, both the employee/Apprentice and the Department are satisfied to continue the Agreement of Apprenticeship, an Apprenticeship contract will be made and registered with the Saskatchewan Apprenticeship and trade Certification Commission. A registered Apprentice may be removed from the Apprenticeship Program and the Apprenticeship Contract cancelled for any of the following reasons:
 - a) Registration;
 - b) Just cause;
 - c) If an Apprentice fails to attend the Apprenticeship training course when scheduled, provided that his/her failure to take such classes is not due to a cause beyond his/her control;
 - d) If an Apprentice fails an Apprenticeship training course at any one level, Fleet Services management reserves the right to allow the candidate to retake the course if justification warrants it;
 - e) Continuous lay-off due to lack of work for a period in excess of twelve months.

WORK PLANNING AND COACHING

- 1) Managers/supervisors will work with Apprentices to identify core competencies of the position as well as define and set clear work and learning plan objectives and time frames. Monitoring of the Apprentices work plan will be accomplished through daily interaction, ongoing guidance and support and accomplishment discussion and/or written summaries. Copies of the work plan and accomplishment summaries will be provided to all relevant parties.

HOURS OF WORK

- 1) Hours of work shall be regulated 371/3 in accordance with Article 9.3.5 of the PSC/SGEU Collective Agreement.

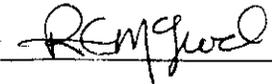
APPOINTMENT TO JOURNEYPerson POSITION

- 1) Appointment to a journeyperson position shall be in accordance with the applicable staffing provisions of the Collective Bargaining Agreement.

This Letter of Understanding shall become effective the date of signing by both parties. Either party may give thirty (30) calendar days written notice to amend or terminate the Letter of Understanding.

The terms of this Letter of Understanding shall govern where the terms of the Apprenticeship Contract of the Apprenticeship and Trade Certification Commission differ from the terms set out herein.

Signed on behalf of the Saskatchewan
Public Service Commission



Date: Dec 2/05

Signed on behalf of the Saskatchewan
Government & General Employees' Union


Chair, PS/GE Negotiating Committee

Date: Dec 6/05



Executive Director of Operations, SGEU

Date: Dec 8/05

LETTER OF UNDERSTANDING # 01- 11

BETWEEN

SASKATCHEWAN PUBLIC SERVICE COMMISSION

AND

SASKATCHEWAN GOVERNMENT AND GENERAL EMPLOYEES UNION

RE: Saskatchewan Environment and Resource Management (SERM) - Northern Air Operations (NAO) to establish an Aircraft Maintenance Engineer (AME) Apprenticeship initiative.

The parties agree to the following:

A. Staffing Provisions:

The apprenticeship initiative will consist of a maximum 8 apprentices.

Four apprentices will be hired through a partnership with local First Nation's partners. The staffing provisions of the PS/GE Collective Bargaining Agreement shall not apply. Should no qualified candidates be found the positions shall be staffed in accordance with Article 6.1.10.2 of the collective agreement.

Four apprentice positions will be staffed in accordance with Article 6.2.1 B) and 6.1.10.2 of the collective agreement.

In total 6 of the 8 position shall be designated Employment Equity Aboriginal Ancestry, but posting shall be simultaneous.

Existing permanent employees (i.e., except labour service) shall be granted definite leave from their permanent positions and appointed to term positions for the duration of the apprenticeship training.

Individuals new to government service shall be appointed to term positions for the duration of the apprenticeship training.

A staffing panel consisting of representatives from the Department, NAO Staff, SGEU and Partners shall conduct the selection process.

Positions will be assessed and filled by qualified candidates. The basis for the assessment and evaluation of applicants will include technical and academic aptitude tests and the core competencies developed for the apprentice position

Postings may be cancelled if the staffing panel deems there are no qualified applicants.

Term appointments shall be in accordance with the principles outlined in Article 6.2.3 of the collective agreement

Notwithstanding Article 6.2.3 B) of the agreement, apprentices shall be appointed to a term position for the period of apprenticeship

B. Compensation

1. Apprentice Air Craft Maintenance Engineers shall be compensated at three classification levels lower than that of the journeyman Aircraft Maintenance Engineers.
2. The minimum and maximum of the apprenticeship salary range shall be the same as that negotiated for the appropriate level but shall consist of 5 steps within the applicable range calculated as follows:
 - i. 1st step equals range minimum;
 - ii. 2nd step equals midpoint between range minimum and the 3rd step;
 - iii. 3rd step equals midpoint between range minimum and maximum;
 - iv. 4th step equals midpoint between the 3rd step and the 5th step;
 - v. 5th step equals range maximum.
3. Each step within an applicable apprenticeship salary range that is above the 1st step (i.e., entry level), represents successful completion of the first, second, third or fourth year requirements of the applicable apprenticeship training. Therefore:
 - i. 2nd step achieved after completion of the 1st apprentice year requirements;
 - ii. 3rd step achieved after completion of the 2nd apprentice year requirements ;
 - iii. 4th step achieved after completion of the 3rd apprentice year requirements ;
 - iv. 5th step achieved after completion of the 4th year apprentice year requirements
4. Movement to the next step in the range shall occur following: (1) successful completion of the applicable apprentice year (i.e., eligible for the next apprenticeship year card); and (2) receipt by the employer of written confirmation of successful completion of the applicable apprentice year.
5. The effective date for the new pay rate identified in 4 above, will be the first day of the pay period following successful completion of the apprentice year.
6. Employees will enter the apprenticeship salary range at a level based on their qualifications as determined by the Saskatchewan Apprenticeship and Trade Certification Commission.
7. Existing employees shall enter the Apprenticeship Program at the greater of their current rate of pay or the rate identified in 6 above, subject to the maximum of the apprenticeship salary range. An apprentice shall not progress within the apprenticeship salary range until such time as their qualifications justify movement to the next step in the range.
8. Where an apprentice (1) has obtained journeyman status, (2) has returned to his or her home position, and (3) is subsequently appointed to a journeyman position not more than two years after completing journeyman certification requirements, the employee's salary on appointment to the journeyman position shall be based on the greater of their home position salary or the maximum of the current apprenticeship range.
9. Where an apprentice (1) has obtained journeyman status, (2) has returned to his or her home position, and (3) is subsequently appointed to a journeyman position more than two

years after completing journeyman certification requirements, the employee's salary on appointment to the journeyman position shall be based on their home position salary.

10. Apprentices, who have completed all the requirements and obtained journeyman certification (i.e., Journeyman Certificate of Qualification), shall not progress into the journeyman salary range until appointed to a journeyman position.
11. Salary ranges will be adjusted by the same percentage salary increase as is negotiated for the appropriate level in the bargaining unit each year.

C. Formal Training

Apprentices hired in the NAO Aircraft Maintenance Engineer Apprentice Program will be required to complete a four year Aircraft Maintenance Engineer apprenticeship program through a Post Secondary Institution approved by management.

In accordance with Article 18.2.1 of the PSC/SGEU Collective Agreement, apprentices who are indentured will, subject to the Department being able to meet its normal operational requirements, will be granted leave of absence without pay to attend the required formal training through a Post Secondary Institution approved by management. All tuition, books and associated travel and living costs will be the responsibility of the apprentice.

D. Contract Termination:

The Department or an employee can terminate the Agreement of Apprenticeship at any time during the first six months of apprenticeship. If, at the end of the six-month period, both the employee and the Department are satisfied to continue the Agreement of Apprenticeship, an Apprenticeship contract will be made and registered with the Saskatchewan Apprenticeship and Trade Certification Commission. A registered apprentice may be removed for the apprenticeship Program and the Apprenticeship Contract canceled for any of the following reasons:

- (a) Resignation;
- (b) Just cause;
- (c) If an apprentice fails to attend the apprenticeship training course when scheduled, provided that his/her failure to take such classes is not due to a cause beyond his/her control;
- (d) If an apprentice fails an apprenticeship training course at any one level, although the NAO Apprenticeship Committee reserves the right to allow the candidate to retake the course if justification warrants it;
- (e) Continuous lay-off due to lack of work for a period in excess of twelve months.

E. Work Planning & Coaching:

Managers will work with apprentices to identify individual and position core competencies as well as, define and set clear work plan objectives and time frames. Monitoring of the apprentices work plan will be accomplished through daily interaction, ongoing guidance and support and regular accomplishment discussions and/or written summaries. Copies of the work plan and accomplishment summaries will be provided to all relevant parties.

F. Basic Pattern of Work:

Basic pattern of work during the off season will be in accordance with Article 9.3.5 of the PSC/SGEU Collective Agreement. The basic pattern of work during the "Fire Season" will be consistent with the Letter of Understanding # 187.

G. Appointment to a Journeyperson Position:

Appointment to a journey person position shall be through the normal process outlined in the Collective Bargaining Agreement.

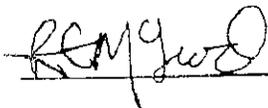
H. General

This Letter of Understanding shall become effective the date of signing by both parties.

The terms of this Letter of Understanding shall govern where the terms of the Apprenticeship Contract of the Department of Post-Secondary Education and Skills Training differ from the terms set out herein.

Signed on behalf of the Saskatchewan
Public Service Commission

Signed on behalf of the
Saskatchewan Government and General
Employees' Union



Date: _____

Date: _____

CONTRACT #: 60818

THIS AGREEMENT MADE BETWEEN:

WOODLAND CREE ENTERPRISES INC.
(hereinafter called "Woodland Cree Enterprises Inc.")

AND:

HER MAJESTY THE QUEEN IN RIGHT OF THE PROVINCE OF
SASKATCHEWAN, as represented by the Minister for Saskatchewan
Environment (hereinafter called "the Department")

THE PARTIES AGREE AS FOLLOWS:

PURPOSE

Woodland Cree Enterprises Inc. agrees to partner with the Department to provide funding for a member of the Lac La Ronge Indian Band to participate in the Aircraft Maintenance Engineer Apprenticeship Program (the "Program"), based in Northern Air Operations of Saskatchewan Environment.

The purpose of the Program is to enhance representation of Aboriginal persons in the Aircraft Maintenance Engineer field of work.

A maximum of eight apprentices will be hired through this Program, of which up to two positions will be designated for members of the Lac La Ronge Indian Band.

"~~XXXXXXXX~~" (the "Apprentice") been selected to fill the first of the two positions designated for members of the Lac La Ronge Indian Band.

The Northern Air Operations Apprenticeship Committee, consisting of representatives from the Department, NAO Staff, SGEU and Partners, shall conduct the staffing process on annual basis. Apprentices of this initiative shall be appointed to a term position for the period of apprenticeship as per the Letter of Understanding #01-11 (attached as Schedule B) between the Saskatchewan Public Service Commission and Saskatchewan Government and General Employees Union.

TERM

The term of this Agreement shall be from April 1, 2003 to March 31, 2004.

The term shall be automatically extended for the fiscal year of April 1, 2004 to March 31, 2005, and for periods of one fiscal year thereafter until the fiscal year ending March 31,

2007, unless the Parties agree otherwise.

The Parties may agree to extend the term of this Agreement beyond March 31, 2007.

REMUNERATION AND PAYMENT

Woodland Cree Enterprises Inc. shall reimburse the Department for:

50% of the Apprentice's actual salary paid by the Department during the term of this Agreement;

50% of the actual cost of the Apprentice's benefits including without limitation Workers' Compensation, Employment Insurance, Canada Pension Plan, Public Employees' Pension Plan, Medical and Dental benefits for the term of this Agreement

The Department will invoice Woodland Cree Enterprises Inc. monthly for the amounts listed in clause 3.1, and Woodland Cree Enterprises Inc. shall pay invoices in full within 30 days of receipt.

The maximum possible total payment from Woodland Cree Enterprises Inc. to the Department for the period of April 1, 2003 until March 31, 2004 will be \$19,277.63.

TERMINATION AND AMENDMENT

No modification, variation, amendment, or termination by mutual consent, of this Agreement shall be effective unless such action is taken in writing and executed by both Parties hereto.

The parties shall have the right at any time to terminate this Agreement without cause upon giving thirty (30) days notice in writing.

The Department may terminate this Agreement effective immediately by notice in writing to Woodland Cree Enterprises Inc. upon any of the following grounds:

breach of any term of this Agreement, including any of the Schedules, by Woodland Cree Enterprises Inc.;

the Apprentice is terminated prior to the expiry of the six month probation period; the Apprentice is terminated by the Department for any of the grounds for termination or cancellation set out in Paragraph 4(A) of the Apprenticeship Initiative, attached as Schedule A; or

the Apprentice resigns from the Apprentice Aircraft Maintenance Engineer position.

If the Department terminates this Agreement pursuant to Clause 4.2 or 4.3, Woodland Cree Enterprises Inc. shall continue to be obligated to pay to the Department, upon receipt of an invoice, any outstanding amounts for 50% of the Apprentice's salary and benefits paid by the Department to the Apprentice for work performed prior to the date of termination. This Clause

shall survive the cancellation, termination or expiration of the Agreement.

NOTICE

Any notice required to be serviced on or delivered to Woodland Cree Enterprises Inc. under this Agreement may be serviced personally, by facsimile, or by sending it by registered mail postage prepaid to the following address:

Woodland Cree Enterprises Inc.
Box 419
AIR RONGE, SK S0J 3G0
Facsimile: (306) 425-3441
Phone: (306) 425-4977

Any notice required to be served on or delivered to the Department under this Agreement may be served personally on any responsible permanent employee of the Department, by facsimile, or by sending it by registered mail postage prepaid to the Department at the following address:

Saskatchewan Environment
Northern Air Operations
Box 5000
LA RONGE SK S0J 1L0
Facsimile: (306) 425-4565
Phone: (306) 425-4586

MISCELLANEOUS

It is understood by the Parties that this Agreement is subject to *The Freedom of Information and Protection of Privacy Act*. Upon request, information that is produced during the course of this Agreement or contained in this Agreement may be released as required pursuant to that Act.

The Minister responsible for the Department and any person authorized generally or specifically by him may exercise any of the rights and powers of the Department under this Agreement.

This Agreement shall be deemed to have been made in the Province of Saskatchewan, and any cause of action arising out of this Agreement shall have been deemed to have arisen in the said Province.

Payment by the Province of any amount under or pursuant to this Agreement is subject to an appropriation being made by the Legislature of the Province of Saskatchewan for such amount in the fiscal year of the Province in which the liability to pay arises.

Woodland Cree Enterprises Inc. shall indemnify and save harmless the Department,

SCHEDULE A

APPRENTICESHIP INITIATIVE

STAFFING PROVISIONS

The apprenticeship initiative will consist of a maximum of 8 apprentices; Four apprentices will be hired through a partnership with Woodland Cree Enterprises Inc. and the Lac La Ronge Indian Band. The staffing provisions of the PS/GE Collective Bargaining Agreement shall not apply. Should no qualified candidates be found, the position shall be staffed in accordance with Article 6.1.10.2 of the Collective Agreement. Four apprentice positions will be staffed in accordance with Article 6.2.1. and 6.1.10.2 of the collective Agreement.

In total, 6 of the 8 positions shall be designated employment equity Aboriginal ancestry, but the posting shall be simultaneous.

Existing permanent employees shall be granted definite leave from their permanent positions for the duration of the apprenticeship training.

The Northern Air Operations Apprenticeship Committee, consisting of representatives from the Department, NAO Staff, SGEU and Partners shall conduct the staffing process. Positions will be assessed and filled by senior qualified candidates.

The basis for assessment and evaluation of applicants will include technical and academic aptitude tests and the core competencies developed for the apprentice position.

Postings may be cancelled if the staffing panel deems there are no qualified applicants.

Term appointments shall be in accordance with the principles outlined in Article 6.2.3 of the collective Agreement.

Apprentices shall be appointed to a term position for the period of apprenticeship.

COMPENSATION OF APPRENTICES

Compensation will be provided as per the PSC/SGEU Collective Agreement and the PSC/SGGEU Letter of Understanding #01-11

FORMAL TRAINING

Apprentices hired in the NAO Aircraft Maintenance Engineer Apprentice Program will be required to complete a four year Aircraft Maintenance Engineer Apprenticeship program through a Post Secondary Institution approved by management.

In accordance with Article 18.2.1 of the PSC/SGEU Collective Agreement, apprentices who are indentured will, subject to the Department being able to meet its normal operational requirements, will be granted leave of absence without pay to attend the required formal training through a Post Secondary Institution approved by management. All tuition, books and associated travel and living costs will be the responsibility of the apprentice.

APPRENTICE AGREEMENT TERMINATION

The Department or an apprentice can terminate the Agreement of Apprenticeship at any time during the first six months of apprenticeship. If, at the end of the six-month period, both the apprentice and the Department are satisfied to continue the Agreement of Apprenticeship, an Apprenticeship contract will be made and registered with the Saskatchewan Apprenticeship and Trade Certification Commission. A registered apprentice may be removed from the apprenticeship program and the apprenticeship contract cancelled for any of the following reasons:

resignation;

just cause;

apprentice fails to attend the apprenticeship training course when scheduled, provided that failure to take such classes is not due to a cause beyond control;

If apprentice fails an apprenticeship training course at any one level, the Northern Air Operations Apprenticeship Committee reserves the right to allow the candidate to re-take the course if justification warrants it; and

continuous lay-off due to lack of work for a period in excess of twelve months.

WORK PLANNING AND COACHING

A) Managers will work with apprentices to identify core competencies of the position as well as define and set clear work and learning plan objectives and time frames. Monitoring of the apprentices work plan will be accomplished through daily interaction, ongoing guidance and support and regular accomplishment discussions and/or written summaries. Copies of the work plan and accomplishment summaries will be provided to all relevant parties.

APPENDIX E: LISTED LETTER OF UNDERSTANDING

RE: APPRENTICESHIP PROGRAM

In the interest of facilitating the application of an Apprenticeship Program in SGI's trades areas, it is understood and agreed that the following terms and conditions will apply:

A. Guidelines for Employment of Apprentices

1. Unless mutually agreed between the parties, a maximum of two (2) students registered and accepted into the Apprenticeship Program administered by the Saskatchewan Apprenticeship Trade Commission will be employed by SGI as an Apprentice – Auto Body Repair Technician, Apprentice – Auto Mechanic, or Apprentice - Electrician.
2. SGI, as an Employment Equity Employer, will give consideration to providing Apprenticeship opportunities to individuals who have self-declared under the terms of the Employment Equity Program.
3. Apprentice students hired by the Corporation will not displace present Employees.
4. SGI is working in partnership with the auto body industry in endorsing this program. As such, efforts may be made to secure Apprentice placement with an SGI accredited body shop at any time during the Apprenticeship Program. If alternative placements are not secured, SGI will continue with the Apprentice to the conclusion of the program, subject to the Apprentice meeting the requirements of section B.

B. Employment Standards and Responsibilities of Apprentices

1. Apprentices must be registered and accepted into the Apprenticeship Program and sign the standard Apprenticeship Agreement with the Apprenticeship and Trade Certification Commission and SGI.
2. To remain employed as an Apprentice, Apprentices must comply with the regulations and standards as defined by the Apprenticeship Training and Certification Act, meet minimum trade standards as outlined in the Apprenticeship Training Program, and demonstrate satisfactory job performance in accordance with SGI policies and procedures.
3. Apprentices are required to attend technical trade training where and as directed by the Apprenticeship and Trade Certification Commission.

4. An Apprentice may be required to withdraw from the Apprenticeship Training Program where an individual employed under the program has not achieved minimum trade standards or requirements. This includes but is not limited to:
 - Failure to regularly attend and participate in trade certification training programs;
 - Failure to obtain a passing grade at any level of trade certification training programs;
 - Failure to obtain a passing grade at the Journeyperson Trade examination;
 - Failure to be awarded Journeyperson trade status upon completion of all formal trade requirements; or
 - Failure to demonstrate the technical trade competency required in the various stages of the program.
5. The payment of all Apprenticeship Program registration fees and fees for transcripts confirming formal education will be the responsibility of the Apprentice. Upon successful acceptance of the Apprentice into an Apprenticeship Agreement with SGI, these registration fees will be reimbursed.
6. Tuition fees and materials costs shall be reimbursed upon successful completion of each journey trade examination provided the Apprentice returns to SGI for re-employment.
7. All Apprentices are responsible to supply a basic set of those tools recognized as a minimum requirement within the trade, as necessary to commence work within the trade. The provisions of Article 36.4 will apply to assist Apprentices in purchasing the required tools.

C. Terms and Conditions of Employment for Apprentices

1. Students recruited under this program externally shall be considered temporary full-time employees, as defined by the Collective Bargaining Agreement. Apprentices will not achieve term status while working through the Apprenticeship program.
2. If a permanent SGI employee receives acceptance into the Apprenticeship Training Program, they will be considered for Apprentice placement into an opportunity at the salary rate set out for the program. In the event this occurs, upon conclusion of or withdrawal from the program, the employee may revert to their former classification. Upon reversion, the Employee will receive the same salary and benefits as they received prior to acceptance into the program including any general salary increases and benefit changes which occurred during the period that they were in the program.
3. Work performed shall follow the specifications outlined in the Apprenticeship Training Program. At the end of the program, it is expected that the student will be a fully qualified journeyman.

4. The hours of work will be as per Article 30 of the Collective Bargaining Agreement with the exception of Clause 31.5 and 31.6. As Apprentices are required to have regular supervision, the Corporation will not require or assign Apprentices to standby or call back situations. Apprentices working overtime will work with close supervision and/or direction.
5. The salary for the Apprentice will not be established via job evaluation due to the learning opportunity and the nature of the work assignment over the four year period. Instead, salary will follow the suggested guidelines of the Apprenticeship Training and Certification Act. Rates of pay will be set at a range between 75-95% of the entry-level job rate for a fully qualified journeyman in the appropriate Apprenticeship trade, as follows:

Apprentice – AutoBody Repair Technician

Level	Monthly Salary	% Journeyman Rate
1 st year Apprentice (probationary)	\$ 2067	75.00%
1 st year Apprentice (6 months)	\$ 2205	80.00%
2 nd year Apprentice	\$ 2343	85.00%
3 rd year Apprentice	\$ 2480	90.00%
4 th year Apprentice	\$ 2618	95.00%
Journeyman	\$ 2756	100.00%

Apprentice – Auto Mechanic

Level	Monthly Salary	% Journeyman Rate
1 st year Apprentice (probationary)	\$ 2191	75.00%
1 st year Apprentice (6 months)	\$ 2337	80.00%
2 nd year Apprentice	\$ 2481	85.00%
3 rd year Apprentice	\$ 2629	90.00%
4 th year Apprentice	\$ 2775	95.00%
Journeyman	\$ 2921	100.00%

Apprentice – Electrician

Level	Monthly Salary	% Journeyman Rate
1 st year Apprentice (probationary)	\$ 2398	75.00%
1 st year Apprentice (6 months)	\$ 2558	80.00%
2 nd year Apprentice	\$ 2717	85.00%
3 rd year Apprentice	\$ 2877	90.00%
4 th year Apprentice	\$ 3037	95.00%
Journeyman	\$ 3197	100.00%

6. All rates are subject to any increases in Appendix A – Salary Schedule as per the Collective Bargaining Agreement.

7. Apprentices are eligible for salary payments in accordance with the wage schedule while actually performing work at SGI.
8. While attending technical training sessions required by the Apprenticeship and Trade Certification Commission, Apprentices will be subject to lay off. They will be eligible to be compensated in the following manner:
 - Employment Insurance Benefit - Apprentices are entitled to collect Employment Insurance benefits during their training period. Apprentices must meet all minimum requirements outlined in regulations governing the payment of EI benefits as administered by Human Resources Development Canada in order to receive this benefit.

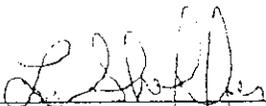
All other terms and conditions of the Collective Bargaining Agreement apply.



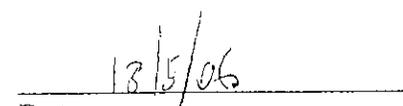
Tamara Erhardt
On Behalf of the Corporation



Date



Larry Sheffer
On Behalf of the Union



Date

LETTER OF UNDERSTANDING

BETWEEN

THE CITY OF REGINA

AND

CIVIC EMPLOYEES' UNION, LOCAL #21

RE: Apprenticeship Program

The City of Regina and the Regina Outside City Workers Local #21 agree that the following terms and conditions shall be applicable to employees who qualify as apprentices under the attached document.

Nothing in this Letter of Understanding shall be construed as altering the existing rights and/or obligations of either Party under the provisions of the Collective Bargaining Agreement except as specified.

The Parties further agree that the terms of this Agreement may be changed at any time by mutual agreement of both Parties.

This Letter of Understanding becomes effective upon date of signing by the Parties and will remain in force and in effect until either Party serves the other with thirty (30) calendar days written notice to terminate the provisions as contained herein.

In Witness whereof the Parties hereto have caused these presents to be executed this

_____ day of _____, 2002, at Regina, Saskatchewan.

On behalf of
Union
CITY OF REGINA

Regina Outside City Workers
LOCAL #21

APPRENTICESHIP TRAINING PROGRAM

Preamble

Apprenticeship is a traditional training method wherein entry level employees are allowed to perform trade tasks and to receive training and guidance from their peers and to have their performance rated by their workplace peers: Journeymen members of the respective trade. Apprentices are also expected to attend formal training sessions away from the workplace, at technical training institutions, at specific intervals throughout their apprenticeship period. Apprentices are expected to demonstrate increasing competency at the performance of complex trade tasks, to work a minimum established number of hours at approved trade activities and to successfully obtain passing grades at formal examinations. Apprentices having successfully satisfied all requirements are awarded Journeyman status in their trade.

In Saskatchewan, minimum standards, regulations and requirements governing apprentices and apprentice workplaces have been established in regulations included in The Apprenticeship Training and Certification Act as administered by Saskatchewan Apprenticeship and Trade Certification Commission.

Scope

The Apprenticeship Training Program is intended to apply to trades based positions employed by the City of Regina. Trades covered under this program would include any trade defined as a “designated trade” in The Apprenticeship and Trade Certification Regulations of the Province of Saskatchewan.

The Apprenticeship Training Program is intended to allow individuals employed by the City of Regina to complete all requirements necessary to achieve Journeyman status in their respective trades.

Employment of apprentices by the City of Regina shall be governed by the minimum standards and regulations established in The Apprenticeship Training and Certification Act as administered by Saskatchewan Apprenticeship and Trade Certification Commission and by policies established by the City of Regina.

Joint Apprenticeship Review Board

A Joint Apprenticeship Review Board will be established with the purpose of reviewing the performance of apprentices employed by the City of Regina. This board shall be comprised of: Management representation from the specific trade work unit, Journeymen peer representation from the specific trade work

unit, Human Resources department representation and Local Union representation.

The review board will make the following recommendations with respect to apprentices:

Recommend the extension of an individual apprentice's probationary employment period where minimum trade standards have not been achieved.

Recommend the extension of an individual apprentice's probationary employment period where an acceptable level of technical trade competence has not been achieved.

Recommend the withdrawal of an individual apprentice from the Apprenticeship Training Program where an individual employed under the Program has not achieved minimum trade standards or requirements. This includes but is not limited to:

Failure to obtain a final passing grade at any level of trade certification training programs,

Failure to obtain a final passing grade at the Journeyman Trade examination,

Failure to be awarded Journeyman Trade status upon completion of all formal trade requirements, or

Failure to demonstrate technical trade competency during the six month probationary period.

The Joint Review Board shall also review the effectiveness of the Apprenticeship Training Program and recommend improvements.

Program Description

All City of Regina employees within the scope of the CUPE Local 21 Collective Bargaining Agreement will be eligible to be considered for Apprenticeship positions.

All Apprenticeship positions will be filled by means of an internal job bulletin, in accordance with terms and conditions of the Collective Bargaining Agreement and with City of Regina policies.

All individuals participating in the Apprenticeship Training Program will be required to sign the standard Provincial Apprenticeship Agreement between the Apprentice and the Employer. All Apprentices in the program shall be governed by regulations, requirements and standards contained in The Apprenticeship Training and Certification Act as administered by Saskatchewan Apprenticeship and Trade Certification Commission and by policies established by the City of Regina.

The payment of all apprenticeship registration fees and fees for transcripts confirming formal education will be the responsibility of the apprentice. (The current registration fee for apprenticeship is \$60.00) Upon the successful acceptance of the apprentice into an Apprenticeship Agreement with the City of Regina, these registration fees will be reimbursed to the apprentice.

All individuals appointed to an Apprenticeship Position will be responsible to supply a basic set of those hand tools recognized as a minimum requirement, within the specific trade, as necessary to commence work at the specific trade. A detailed list of appropriate basic hand tools for the mechanic's trades are attached as addendum 1.0.

A qualified employee having accepted an appointment to an Apprenticeship Training position within the scope of the Collective Bargaining Agreement shall be allowed six (6) months in which to prove himself/herself capable of filling the position.

The Joint Apprenticeship Review Board will meet to recommend if individual apprentices will be required to serve an extended probationary period, and, will recommend the length of any extended probationary period. Any extension of probationary period will be enforced in accordance with terms and conditions of the Collective Bargaining Agreement.

Individuals, having applied for and accepted a position under the Apprenticeship Training Program and:

Where they were a **permanent** employee prior to acceptance in the program and, where they voluntarily withdraw or are withdrawn from the Apprenticeship Training Program **within six (6) months**, will revert to their former position in accordance with articles, terms and conditions of the Collective Bargaining Agreement.

Where they were a **permanent** employee prior to acceptance in the program and, where they are withdrawn from the Apprenticeship Training

Program **at any time after six (6) months**, will be placed on the top of the casual seniority list in the division in which they had previously been employed. For the purposes of promotion, the individual will maintain their permanent seniority and benefit status and maintain any earned permanent seniority and benefits.

Where they were a **casual** employee prior to acceptance in the program and, where they voluntarily withdraw or are withdrawn from the Apprenticeship Training Program **within six (6) months**, will revert to their former casual home division. Time worked in the Apprenticeship Training Program will be included in the individual's casual seniority earning.

Where they were a **casual** employee prior to acceptance in the program and, where they are withdrawn from the Apprenticeship Training Program **at any time after six (6) months**, will be placed in their former casual home division. Time worked in the Apprenticeship Training Program will be included in the individual's casual seniority earning.

Each employee upon successful completion of all requirements of :

Apprenticeship Training and Certification Act of Saskatchewan,
Apprenticeship Training Program administered by the City of Regina,
Attained Journeyman Trade status and,
Awarded an appropriate license,

Shall be appointed to a permanent Journeyperson position within their respective division or department.

Each employee, prior to final acceptance in the Apprenticeship Training Program, shall commit, in writing, to continue their employment for two years after having successfully attained Journeyman Trade status and been appointed to a permanent Journeyperson position within their respective division or department. (Addendum 2.0)

Employees who do not continue their employment for two full years following successful completion of the Apprenticeship Training Program will be required to refund, to the City of Regina, any wage subsidies, tuition fees or other material costs paid by the City of Regina during the apprenticeship training period.

Compensation

Minimum rates of pay for apprentices are governed by regulations established by The Apprenticeship Training and Certification Act of Saskatchewan and

provide for progressive annual salary increments for apprentices based on a percentage of a newly qualified journeyman.

The following table contains wage increments for an Apprentice employed by the City of Regina. The salary increments are based on established pay grades and steps in the current CUPE Local 21 Bargaining Agreement - Salary Schedule "A":

Mechanics (AST, Heavy Duty Repair, Truck Transport) and Carpenters

Level Pay Step/Grade	Hourly Rate (2002)	Hourly Rate (2003)	% Journeyman Rate
1st Year Apprentice (probationary)			
1A	12.73	13.11	64.80%
1st Year Apprentice			
1A (2 nd step)	15.24	15.70	77.60%
2nd Year Apprentice			
1D	16.30	16.79	83.00%
3rd Year Apprentice			
1F	17.23	17.75	87.74%
4th Year Apprentice			
1H	18.18	18.73	92.58%
Journeyman			
1K			

19.64
 20.23
 100.0%

Plumbers and Electricians

**Level
 Pay Step/Grade**

**Hourly Rate
 (2002)**

**Hourly Rate
 (2003)**

**% Journeyperson
 Rate**

1st Year Apprentice (probationary)

1A
 12.73
 13.11

62.79%

1st Year Apprentice

1A
 (2nd step)
 15.24
 15.70

75.19%

2nd Year Apprentice

1D
 16.30
 16.79

80.41%

3rd Year Apprentice

1F
 17.23
 17.75

85.00%

4th Year Apprentice

1H
 18.18
 18.73

89.70%

Journeyman

1L
 20.27
 20.88

100.0%

Formal Training

Apprentices will be required to attend technical trade training where and as

directed by the Saskatchewan Apprenticeship and Trade Certification Commission.

Attendance, by apprentices, at technical training sessions is subject to approval by the City of Regina. Where reasonable circumstances exist that prohibit the time away from work by an apprentice, the employer reserves the right to arrange for training to take place at an alternate opportunity.

While attending technical training apprentices are eligible to be compensated in the following manner:

Employment Insurance Benefit

Apprentices are entitled to collect Employment Insurance benefits during their training period. The maximum benefit available is 55% of the normal weekly salary. Apprentices must meet all minimum requirements outlined in regulations governing the payment of EI benefits as administered by Human Resources Development Canada in order to receive this benefit.

Apprentices who qualify for EI benefits to attend training are not be considered laid-off from their employment and are not required to serve the normal two week waiting period prior to receiving their first benefits, and ,

Supplemental Unemployment Benefit (SUB)

In addition, apprentices attending training sessions will be paid additional amounts topping up their maximum EI benefit payment to 95% of normal weekly earnings. This is accomplished through the establishment of a Supplemental Unemployment Benefit (SUB) program. Details are attached as Addendum 3.0.

Addendum 1.0 - Basic Tool Kits

The following represent basic mechanic's tool kit that apprentices will be required to supply prior to acceptance in the Apprenticeship Training Program:

Mechanic - Automotive Service, Truck Transport, Heavy Duty Repair

Socket Sets 3/8" drive socket set including:
SAE sockets from 3/8" to 3/4" sockets, ratchet
Metric sockets from 4mm to 18mm
6" socket extension(s)
Universal joint
1/2" drive socket set including:
SAE sockets from 3/8" to 1" sockets, ratchet
Metric sockets from 10mm to 22mm
6" and 10" socket extensions
swivel bar

Flat Wrenches Combination Flat Wrenches including:
SAE wrenches from 5/16" to 1"
Metric wrenches from 6mm to 18mm

Screw Drivers Assorted

Pliers
Pliers including:
Standard plier - 6 to 8"
Water pump plier - 10"
Vise Grip plier - 8"
Needle nose plier - 6"
Side Cutter - 6"

Hammers, Chisels and Pry Bars 16 oz ball peen hammer
32 oz ball peen hammer
Cold chisels - 1/2", 1"
Soft drift punch (brass)
Center punch
Tapered punches - 1/4", 5/16", 3/8"

Other 12" pipe wrench
6" and 12" Crescent wrenches
Feeler gauge set - .001" to .035"
Electrical testlight probe
SAE and Metric Allen wrench sets
12" hacksaw
Rollaway tool cabinet

Mechanic's Tool Allowance

In accordance with terms and conditions outlined in Section 4.0 of Schedule "A" of the CUPE 21 Collective Bargaining Agreement, apprentices mechanics will receive a tool allowance of \$200.00 paid on January 1st of each year.

Addendum 2.0

**Corporate Services Department
Fleet Services Division**

Date:

To: The Director of Corporate Services

Re: Apprenticeship Agreement

I, the undersigned, agree with all terms and conditions outlined in the "**Apprenticeship Training Program**" and, specifically I agree that:

I will continue my employment with the City of Regina for two years after having successfully attained Journeyman Trade status and been appointed to a permanent Journeyperson position within my respective division and department.

I further understand and agree that:

If I do not continue my employment for two full years following successful completion of the Apprenticeship Training Program I will refund, to the City of Regina, any wage subsidies, tuition fees or other material costs paid by the City of Regina during my apprenticeship training period.

C: General Manager of Human Resources
General Manager, Fleet Services
Recording Secretary, CUPE Local 21

Addendum 3.0

Supplemental Unemployment Benefit (SUB) Program

Prepared by: Karla Kozoriz

Date: June 7, 2001

Purpose: To provide supplemental payments to Employment Insurance (EI) benefits during a period of unemployment due to temporary stoppage of work, **training**, illness, injury or quarantine.

Employers can use SUB plans to increase the employee's weekly earnings during periods of temporary unemployment. Payments from these plans are not deducted from EI benefits.

Payments are not insurable; therefore EI premiums are not deducted.

Requirements:

- Employee must be in receipt of EI benefits before SUB payments are made;
- Be intended for temporary unemployment;
- Be entirely financed by the employer;
- Benefits must not exceed 95% of the employee's weekly earnings when the SUB payment is added to the EI benefit rate; and
- Be registered with HRDC before its effective date.

General Requirements:

The employer must provide a copy of the documents describing the SUB plan offered to employees. The plan can be included in various documents, such as; a union or association agreement, an employee handbook or a personnel policy bulletin, or a formalized plan on company letterhead or any commitment in writing by the employer.

Approval from HRDC must be received before the implementation date of the plan.

Plan Requirements:

The plan must identify groups of employees covered or employee positions. The employer does not have to identify individuals by name.

The plan must indicate that, to qualify for SUB payments, the employee must be in receipt of EI benefits.

If the employee is not in receipt of EI benefits for the following reasons; the plan may provide for SUB payments up to 95% of the employee's weekly salary.

- Is serving the two-week EI waiting period;
- Has insufficient hours of insurable employment to qualify for EI benefits;
- Has exhausted the benefit entitlement.

The employer decides which of the above situations, if any is covered by the plan.

An employer may introduce a SUB plan only to offset the two-week waiting period when no EI benefits are paid.

SUB Payments:

The plan must indicate the value of the payments, either as a percentage of regular weekly salary, or a fixed amount.

The current basic rate of weekly EI benefits is equal to 55% of the employee's average insured earnings.

The employer should be aware that changes to the basic rate of EI benefits could influence the amount of the SUB payment.

Benefit Duration:

The plan must indicate the maximum number of weeks for which the SUB payments will be paid.

This can vary depending on years of service or employee group.

There is no minimum or maximum number of weeks for the payments, but the plan must indicate a start and end date.

The plan must be valid for one year, but can be approved for up to 5 years for non-union groups.

If the plan is included in the collective agreement it will be valid until the expiry date of the agreement.

Financing:

The plan must indicate the method used to finance payments. Three options are available:

Payments from the general revenues of the company;

Payments from deposits into a trust fund established for the SUB Plan;

Pay 100% of the premiums required to finance the SUB plan through an insurance policy.

The employer must keep separate records of SUB payments.

The plan must indicate that payments of guaranteed annual remuneration, deferred remuneration or severance pay will not be reduced or increased by payments received under the plan.

Training Programs:

The training course must be approved in accordance with the following guidelines;

Employment Insurance Act - Section 25

Courses, Programs and Employment Benefits

Status of claimants

25. (1) For the purposes of this Part, a claimant is unemployed and capable of and available for work during a period when the claimant is (a) attending a course or program of instruction or training at the claimant's own expense, or under employment benefits or similar benefits that are the subject of an agreement under section 63, to which the Commission, or an authority that the Commission designates, has referred the claimant; or

(b) participating in any other employment activity

(i) for which assistance has been provided for the claimant under prescribed employment benefits or benefits that are the subject of an agreement under section 63 and are similar to the prescribed

employment benefits, and

(ii) to which the Commission, or an authority that the Commission designates, has referred the claimant.

Example:

Journeyman – Plumber Step 1

Average Weekly Salary (gross) = \$760.65

EI Benefits (55%) = \$418.35

SUB Plan (95% of Gross) = $\$722.60 - 418.35 = \304.25

SUB Plan top up would be \$304.25/week or any portion thereof.

Apprenticeship Training Program
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FILENAME Apprenticeship Training Program
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University of Regina
Collective agreement 2004-2006
With the University Employees' Union Local 1976
Canadian Union of Public Employees

15.4.6 Apprenticeship

15.4.6.1 The Employer will participate in the training of apprentices under the terms of The Apprenticeship Act of the Province of Saskatchewan. In general terms, the program will operate as follows:

15.4.6.2 The Employer will designate apprenticeship positions in certain trades according to requirements and within the limits of facilities available for training. Positions will be posted as term positions and will be filled per Article 8. A permanent employee who transfers to an apprenticeship position will be appointed provisionally for four(4) months as per Article 8.8. A permanent employee who transfers to an apprenticeship position will have six months to revert to his/her former permanent position. Positions may be filled at different levels of experience within a trade.

15.4.6.3 Apprentices will receive the same rights and benefits as other term employees, and in addition, a permanent employee filling an apprentice position will be entitled to all contract rights and benefits for the length of the apprenticeship appointment. Apprentices will be given leave without pay to attend courses required by the Apprenticeship Branch. Where a permanent employee is appointed to an apprentice position, their rate of pay shall be established at the Labourer rate and shall be maintained until the apprentice rate surpasses the Labourer rate.

15.4.6.4 The term of an apprenticeship position will be until the apprentice achieves Journeyperson status or until the apprentice fails twice at the same level of the program. The term may be extended if the failure is due to extenuating circumstances. At the expiry of an apprenticeship position, the incumbent will maintain the opportunity to bid on other positions in accordance with Article 8. If a permanent employee in an apprentice position is unable to bid into a position, the employee will be placed on lay-off and will have all the rights of Article 12.1.

15.4.6.5 A permanent employee in an apprentice position may be laid off due to lack of work but will have all the rights of Article 12.1.

15.4.6.6 Supplementary Employment Benefits

Provided they are in receipt of Human Resources

Development Canada Employment Insurance Benefits, apprentices on education leave to attend necessary training, will receive the difference between Employment Insurance Benefits received from Human Resources Development Canada and ninety-five percent (95%) of the employee's salary while on leave for a maximum of twelve (12) weeks, subject to the condition that the employee's earnings (from Employment Insurance, earnings and other sources) cannot exceed one hundred percent (100%) of the pre-leave apprenticeship earnings.

The employee's accumulated sick leave and vacation leave at the time the leave commences shall be retained to the employee's credit. Benefits during the leave period will be in accordance with Article 19.

8.4 Basis for Selection

Vacancies in Phase 1 of all Job Families and apprenticeship positions will be filled on the basis of the skill, ability and qualifications of the applicants. Where these factors are relatively equal, the Employer will select the most senior applicant.

Vacancies in Phases 2, 3, 4, 5 and 6 in all Job Families shall be filled through appointment on the basis of greatest seniority, required qualifications and efficiency demonstrated in the applicant's current or previous position(s) with the Employer. Efficiency demonstrated shall be as documented in the employee's file. An employee shall be deemed as demonstrating satisfactory performance if there is no documentation to indicate otherwise.

If there is not a qualified internal applicant, the **Employer** will consider, on the same basis as outlined above, the applications of employees who are close to possessing the required qualifications before considering any external candidate. If an appointment is made of an applicant who does not possess the required qualification(s) of the position, the **Employer** may, as a condition of appointment, require that the applicant obtain the qualification(s) within a specific time limit.