



Accountability Report

Human Resources

Neil Finch, Superintendent of Schools

August 31, 2020

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SOURCE DOCUMENTS:

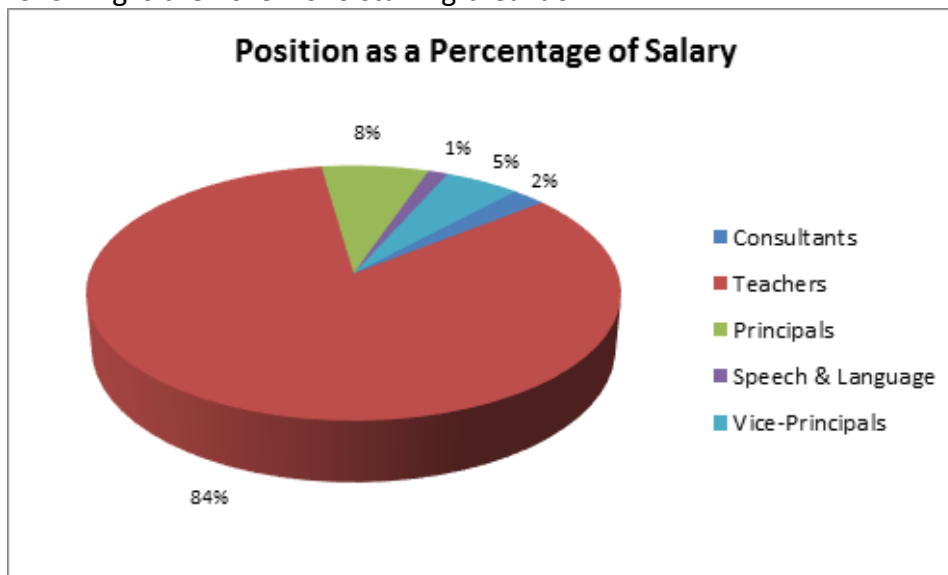
1. SRPSD Policy 16 states the following “*all staff is to be hired to assist the Board in carrying out its vision, mission, and goals*”.
2. SRPSD Policy 13, item 3, states the following for the Director’s role:
 - 3.0 Personnel Management**
 - 3.1 Has overall authority and responsibility for all personnel-related issues, save and except: the development of mandates for collective bargaining and those personnel matters precluded by Board policy, legislation or collective agreements.
 - 3.2 Monitors and improves the performance of all staff.
3. The role for Human Resources is outlined in Administrative Procedure 400; with the procedures outlined for recruitment, selection and placement of all teaching staff. This includes the assigning of all teacher contracts.

EVIDENCE:

A. Teachers

During the 2019-2020 school year, the number of teachers in classrooms was 535.85 FTE; this includes 32 principals and 25 vice-principals. We had 16 female and 16 male principals and 12 female and 13 male vice-principals in 2019-2020. In addition, there were 29.5 FTE’s who work out of the Education Centre; this includes Educational Psychologists, Speech and Language Pathologists, consultants, coaches, a Teacher Librarian at the TRC and a COR/Hub Educational Representative.

The total budget for the above teachers and administrators is approximately \$48.8M, the following is the 2019-2020 staffing breakdown:



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All contracts given to teachers are bound and determined by *The Education Act, 1995* and the *Provincial Collective Bargaining Agreement* which is monitored by the Saskatchewan Teachers' Federation (STF). Many different moves were made which includes new teacher hires, changes in temporary and replacement contracts, transfers and new positions being filled at the Education Centre.

We saw 10 teachers apply for the Early Resignation Incentive and 7 teachers retire that did not qualify for the incentive. Between March and June we had 8 other teachers and consultants (SLP) resign to move to other employment. This is a modest turnover of 4.7%. The Early Resignation Incentive plays a major role in allowing us to avoid redundancy and teacher hiring efficiently. We have a .5 teacher FTE increase for the 2020-2021 school year. This increase is a result of a combination of our Indigenous language program, SLP returning from leave, Global Sports academy and a consultant (mental health) increase. In order to balance the increases we had a reduction in EAL, HUB and Ed Psych teacher FTE.

The monitoring and evaluation of staff is done in accordance to Administrative Procedure 428 and 430. All teachers are required to submit a Professional Growth Plan to their principal (vice-principals are often part of the process) by October 15th of each school year. This outlines their professional goals and ensures they are aligned with the school and Division goals. The teacher will meet two more times during the year to monitor progress and look at school data. Continuing this year will be conversations related to AP 443: Teacher Transfers. This allows for an early discussion with all teachers regarding transfers. This will enhance the pre thinking that is required regarding where the next school experience might be for individual teachers.

Our Division runs a very successful First and Second Year Program. All 'new' teachers belong to the First Year Program. Both first and second year teachers meet formally throughout the year. They also have formal classroom visits from the superintendent in charge of the program. This year the two programs will be the responsibility of Superintendent Cory Trann.

Our Division offers educational bursary support to a maximum of \$85,000.00 as outlined in the *Teacher Local Bargaining Agreement - Article 7*. For the 2019-2020 school year:

- We had 21 applicants in April and 56 applicants in Oct.
- For the year, we paid out a total of \$93,476.54. This put us \$476.54 over budget for the year as we had \$85,000 plus a \$8,000 surplus carry over from the year previous. We will have \$84,523.46 for a budget in 2020/21.
- In comparison last year, we paid out \$60,279.22.
- It is hard to predict year to year how many applicants we will receive.

Our division also offers an educational leave amounting to a maximum of 2.0 FTE/year as outlined in the *Teacher Local bargaining Agreement - Article 5*. This year, we had no applicants.

The recruitment of teaching staff is a year-long focus but culminates in January and February with SRPSD attending two consistent career fairs University of Regina (U of R) and University of Saskatchewan (U of S) and sometimes other fairs when required. These career fairs allow us to

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make contacts with graduating education students and recruit the best for our division. SRPSD has a strong relationship with SUNTEP campus in Prince Albert and their interns within our schools.

Human resources try to maintain the sub list at about 200 teachers; this is made up of 120 teachers and about 80 superannuated teachers. We managed to keep the sub list well populated by having over 60 interviews for potential subs; approximately 20 of these teacher candidates came from career fairs. This fall we added approximately 30 names to the list.

For the 2019-2020 school year, we interviewed approximately 75 candidates for all school-based administration and teaching positions.

Transfer history:

Year (spring of)	APPROX # of transfers (Staff Survey)	APPROX # of Transfers (AP 443)	APPROX Total number of transfers	Number of admin transferred
2014/15	12	12	24	2
2015/16	17	7	24	4
2016/17	20	13	33	10
2017/18	20	25	45	17
2018/19	19	20	39	8
2019/20	34	18	52	3

Please note in 2020-2021 we will have 1 new administrator.

Principal and Vice Principal Pool- During the 2019/20 school year we had 8 people in the VP pool and 8 in the P pool that we had access too. As we enter the 2020-2021 school year, we have 16 in the VP pool and 14 in the P pool. We have 10 females and 6 males in the VP pool and 8 females and 8 males in the P pool. Out of the 30 people in the two pools, four have been recruited from out of the division.

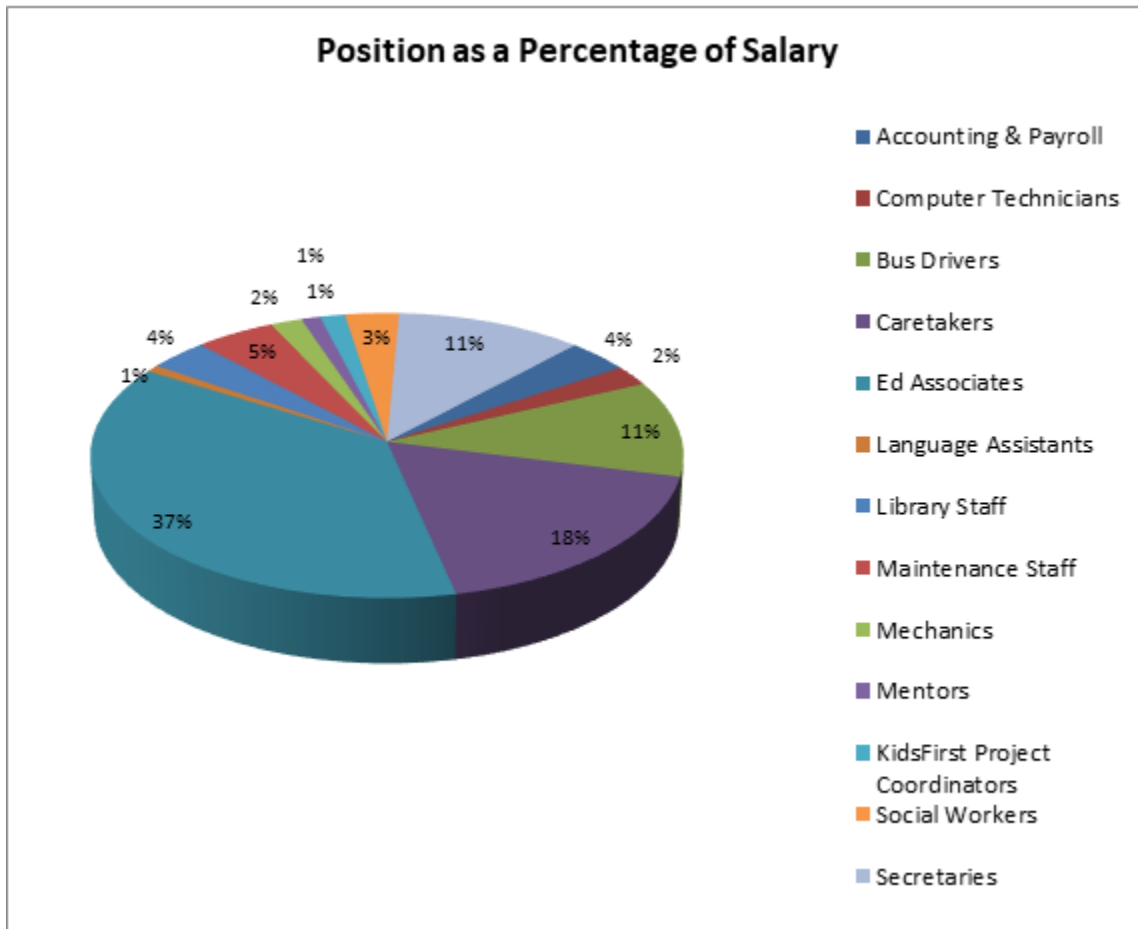
B. CUPE

During the 2019-2020 school year, the number of CUPE employees was at 400.27 FTE; this includes 256.42 educational associates (EAs) who make up the highest number of CUPE employees. SRPSD has 24 individuals (13 Mentors, 7 KidsFirst, 4 Literacy Camp) that are non CUPE members and are either under contract or considered employees through separate funding arrangements. The 24 individuals referred to does not include our 24 Out of Scope personnel (7 Managers, 2 Assistant Managers, 3 Administrative Assistant, 4 Superintendents, 3 Payroll Clerks, Director, CFO, 2 IT, Facilities) which include 5 LEADS members.

With the help of Jordan's Principle applications, we were able to spend an additional \$1.57M on staffing which included EAs, Mentors and Tutors. It comes with challenges but we had more staff as a result.

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The total salary for non-teacher employees \$18.9 M, the following is the 2019/20 staffing breakdown:



All contracts given to CUPE are bound and determined by *The Education Act, 1995* and the *CUPE 4195 Local Bargaining Agreement*.

The recruitment of CUPE staff is a year-long focus and we are working towards increasing our substitute list in many of our CUPE classifications. Continuous advertisements for substitute now run year round. A round of interviews takes place once every 4-8 weeks to continually increase the number of casual employees. A positive as a result of this process is that we are starting to see less misses in securing subs when staff are away (please see other information below).

SRPSD takes on practicum students from Saskatchewan Polytechnic. In 2019-2020, the Division had seven practicum students in many classifications work with our students.

Interaction with CUPE resulted in discussions multiple times throughout the year. Labour Management meetings are held every second month. CUPE did not bring forward any grievances for the third year in a row, which is a celebration. Since 2013 we have had 22

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grievances, we are proud of the relationships we are building with CUPE and hope we continue to solve items prior to it being grieved.

Staffing for CUPE for the 2019-2020 school year went well and was completed by late June, 2019. We are constantly staffing throughout the year as employees leave for different reasons at all times of the school year.

The Division continued to focus on Return to Work over the 2019-2020 school year. Over the past years we have had the following:

2015	12 Time Loss incidents	1508 lost days
2016	19 Time Loss incidents	1609 lost days
2017	12 Time Loss incidents	628 lost days
2018	15 Time Loss incidents	826 lost days
2019	19 Time Loss incidents	585 lost days
2020	4 Time Loss claims reported and WCB approved (as of June 30/20)	289 lost days

Note - The increase in time loss in 2015 and 2016 was due to the fact that some employees in the lost days column were on a WCB claim that started prior to 2015 or 2016 but their days lost are still recorded in the total.

Other information:

DESCRIPTION	TOTAL as of June 26/15)	TOTAL as of June 30/16)	TOTAL as of June 30/17	Total as of June 30/18	Total as of June 30/19	Total as of June 30/20
Total number of EAs on Sub List	109	116	129	134	146	156
Number of CUPE Assignment Changes including NEW HIRES (PERM & TEMP)/ LEAVES/RESIGNATIONS/RETIREMENTS/TERMINATIONS (July 1, 2019 to June 30, 2020)	374	682 (out of this total, 310 were layoff/recall letters)	643 (out of this total, 312 were layoff/recall letters)	371	456	503
Number of days we were unable to secure EA subs	249	291	125	102.50	130	109
Number of days we were unable to secure Teacher subs			83	66.50	61	81.5
New to EA Sub. List	35	43	52	51	65	102
New CUPE employees to the sub list (all non EAs)	112	150	123	140	147	134
Number of grievances from CUPE	10	3	2	0	0	0
Total number of practicum experiences	25	13	23	11	5	7

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C. All Human Resources

Human resources implemented a staff satisfaction survey in 2018-2019. Results were brought to the Board in the spring of 2019. As a reminder the four areas of commitment will be:

- Enhance equitable, consistent, and fair hiring and transfer processes;
- Strengthen professional development opportunities and other supports to better respond to diverse student learning needs;
- Promote, communicate, and investigate how employees can have meaningful input into decisions that affect their work; and
- Conduct another employee satisfaction survey by the end of the 2021-2022 school year.

Human Resource Strategies to enhance equitable, consistent and fair hiring and transfer processes.

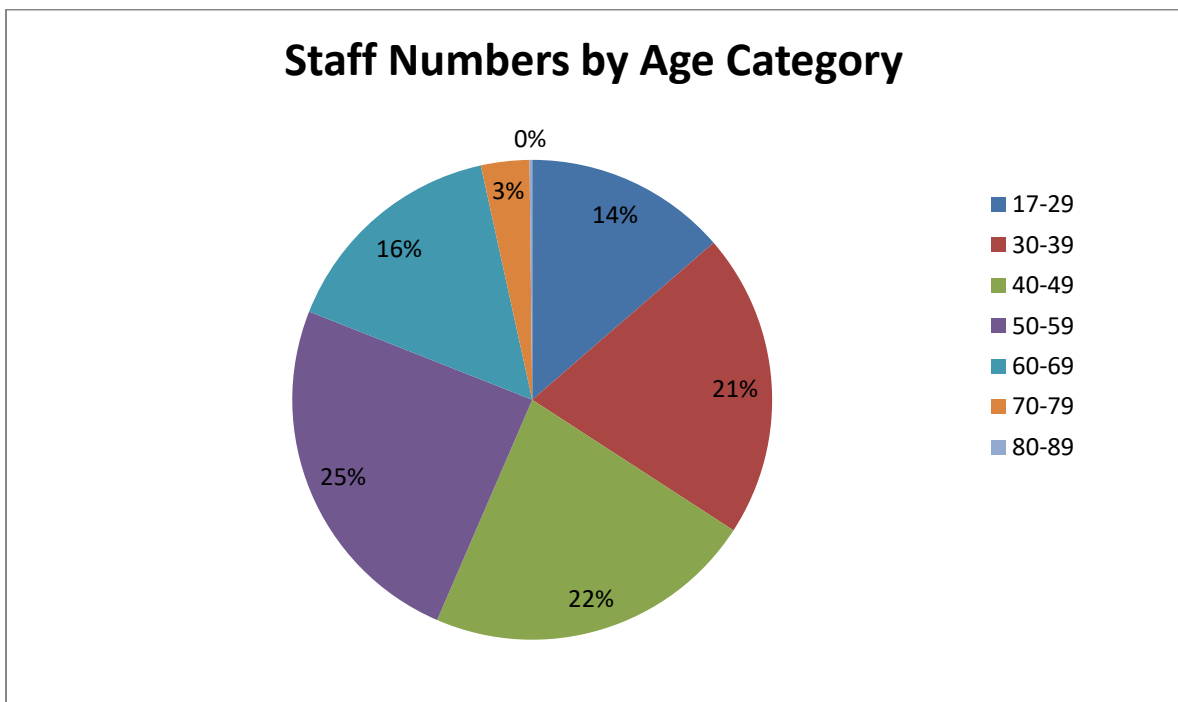
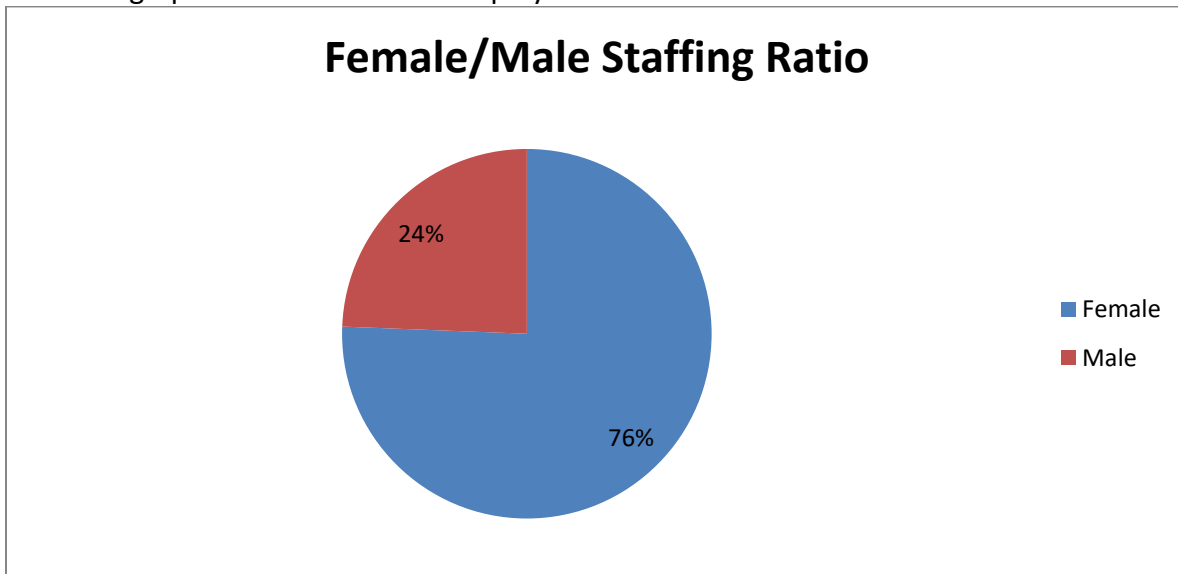
In order to achieve our goal we starting tracking some items that we are doing that is new, different, or enhanced (this is not an all-inclusive list):

- Send an email once a year to our administrators outlining hiring practices so that there is more transparency (new). This enhances transparency so our leaders understand the process of hiring.
- Include the resume of the applicant that is successful to the supervisor gaining a new employee (new), carbon copy (cc) the vice principal and potentially the secretary depending on situation as an information piece. This enhances the understanding as to why the person we are hiring is a good fit for that situation/position.
- Update of AP 443: Teacher Transfer was completed October, 2019. The Board, Administrative Council, principal and PAATA voice was utilized to put together the final draft. The intent was to be clear on process, continue to find different opportunities for teachers in their career but soften the anxiety of having to move schools for teachers (enhanced).
- 40 + teacher transfers communicated in the spring of 2020. A result that was appreciated and gave us some affirmation was that we received positive feedback from a majority of teachers who were transferred. This is not typically received until the fall in which the transfer takes place (enhanced).
- A conversation took place with the PAATA School Division Liaison teacher on May 14, 2020 and our incoming liaison teacher May 22. This took place after transfers were completed. Positive feedback from both was welcomed after this year's process. They had not heard any negative feedback from teachers who have been transferred. The positive feedback had a common theme regarding Superintendent Finch having direct conversations with teachers regarding transfers. This is an improvement from the past where principals were having the transfer conversations. Recommendation was to continue this in the future. This will become a yearly practice (new).
- Teacher hiring practice to hire continuing contracts effective February 1 instead of the second temp for those that we were sure about and had room for created less anxiety in the spring staffing season (new).
- HR survey requesting feedback from principal/supervisors (37 out of 39 participated) for the most part was quite positive. This was done the year after the staff satisfaction survey was completed in May 2020 (new and enhanced).

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- Yearly we will select a couple of our HR processes and make it a practice to request feedback from principals and supervisors regarding that specific process. This will open the door for feedback in a strategic way. An example - teacher staffing, probation yearly, etc. Do not overdo it but potential pick 2 or 3 processes we ask about each year (enhanced).

In 2019-2020 we had 1657 employees as of June 26, 2020. This number includes teachers, CUPE, Non-CUPE Support, OOS, and subs, the following graphs show some of the demographics of those SRPSD employees:



Number of FNMI Educators Saskatchewan Rivers SD 119 2015-16 to 2019-20

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FNMI Status	2015-16	2016-17	2017-18	2018-19	2019-20
Metis	147	156	159	158	157
First Nation	17	17	18	21	19
Total FNMI Educators	164	173	177	179	176
Total Number of Educators	596	603	592	592	582

COVID-19 Self Monitor and Self Isolate Scenarios

Self-Monitor: monitor yourself for symptoms of respiratory illness, such as fever, cough, sore throat and difficulty breathing. Avoid crowded places and increase your personal space from others when possible.

Self-Isolate: stay at home, monitor yourself for symptoms for 14 days, avoid all contact with others and follow local public health authority advice.

Close contact: provided direct care to someone or had direct contact with infectious body fluids of a person without consistent and appropriate use of recommended PPE, lived with or had prolonged contact with a probable or confirmed case.

Casual contact: being in the presence of or having limited direct contact for minimal period/s of time. Substitute Teachers that have questions can connect with Neil Finch at nfinch@srsd119.ca. Non-teachers substitutes that have questions can connect with Jamie Henry at jhenry@srsd119.ca.

This is a guide only; the specifics of each case may result in different decisions upon review by HR. Leave Guidelines and Admin Procedures with respect to accommodation, sick leave and other leaves remain in effect. This document may continue to be updated as we learn more.

<u>You should Self-Monitor if:</u>	Employee Information
<p>You have no symptoms, and</p> <ul style="list-style-type: none"> • You are/were in casual contact with someone who may have been exposed to COVID-19 in the last 14 days • You are/were in casual contact with someone who has symptoms of COVID-19 • You are/were in casual contact with older adults/people who are medically vulnerable • You have been asked to self-monitor by the local health authority • You have travelled outside of Saskatchewan within last 14 days 	<p>Employee can remain at work, no leave request required</p> <p>Self-monitor for 14 days</p>
<ul style="list-style-type: none"> • You have come into close contact for a short period of time with someone diagnosed with COVID-19 	<p>Self-monitor for 14 days.</p>
<ul style="list-style-type: none"> • You live with someone or have been in close contact with someone for a prolonged period of time who has symptoms of COVID-19 and is waiting for laboratory test results 	<p>If negative test results for the other individual—remain at work and self-monitor</p> <p>If positive test results for the other individual—remain at work and self-monitor, testing for you is strongly recommended:</p> <ul style="list-style-type: none"> • If you do not test, then HR may request doctor’s note to access sick leave and/or return to work.

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	<ul style="list-style-type: none"> • If negative test for you and you have no symptoms– remain at work and self-monitor following guidelines outlined by Saskatchewan Health Authority. • If positive test results Self Isolate - request sick leave while medically unfit - provide note from doctor of fitness to return to work <u>or</u> return to work after you have no symptoms and follow timelines outlined by Saskatchewan Health Authority
<ul style="list-style-type: none"> • You are over the age of 70, or have a preexisting health condition resulting in a higher chance for you to be at risk 	Remain at work and self-monitor. A doctor’s note is not necessary if following preventative measures outlined by SHA and Sask Rivers Re-entry plan. Contact HR if you need to discuss a work plan according to restrictions outlined by a doctor.
You should Self-Isolate if:	Employee Information
<p>You have unexplained new or worsening symptoms (even mild symptoms) that may include one or more of the following::</p> <ul style="list-style-type: none"> • Fever • Headache • Sore throat • Runny nose • Conjunctivitis • Fatigue • Diarrhea • Shortness of breath • Difficulty breathing • Cough • Muscle and/or joint aches • Chills • Nasal congestion • Dizziness • Nausea/vomiting • Loss of appetite • Loss of sense of taste or smell 	<p>Request sick leave</p> <p>No doctor’s note required unless specifically requested. Testing is strongly recommended.</p> <ul style="list-style-type: none"> • If you do not test, then HR may request doctor’s note to access sick leave and/or return to work • If negative test results – provide a note from a doctor of fitness to return to work <u>or</u> return to work after you have no symptoms and follow timelines outlined by Saskatchewan Health Authority. • If positive test results – continue on sick leave while medically unfit – provide note from doctor of fitness to return to work
<ul style="list-style-type: none"> • You are required to be tested, either due to symptoms or doctor’s orders and/or are waiting for the results of the test 	<p>Request sick leave</p> <p>If negative test for you and you have no symptoms - return to work and self-monitor following timelines outlined by Saskatchewan Health Authority.</p> <p>If negative test for you and you have symptoms - provide a note from a doctor of fitness to return to work <u>or</u> return to work after you have no symptoms and follow timelines outlined by Saskatchewan Health Authority.</p> <p>If positive test for you – continue on sick leave while medically unfit - provide note from doctor of fitness to return to work <u>or</u> return to work after you have no symptoms and follow timelines outlined by Saskatchewan Health Authority</p>
<ul style="list-style-type: none"> • You have come in close contact for a prolonged period of time with someone diagnosed with COVID-19 	<p>Testing for you is strongly recommended:</p> <p>If you do not test, then HR may request doctor’s note to access sick leave and/or return to work.</p> <ul style="list-style-type: none"> • If negative test for you and you have no symptoms– remain at work and self-monitor following guidelines outlined by Saskatchewan Health Authority. • If positive test results – request sick leave while medically unfit - provide note from doctor of fitness to return to work <u>or</u> return to work after you have no symptoms and follow timelines outlined by Saskatchewan Health Authority
<ul style="list-style-type: none"> • You have travelled outside of Canada within last 14 days. 	Extended Leave Without Pay - Contact HR - 14 days – extended leave preapproval required

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ADMINISTRATIVE IMPLICATIONS:

A. Successes

We are able to place interns in our schools from the multiple universities, including SUNTEP, U of S, U of R, Minot and FNUC, which provides us with a 'leg up' in recruiting teachers. These interns are with the division for a four month placement which allows the principals and cooperating teachers to have a sound knowledge regarding the strengths of these interns. For the 2020-2021 school year, we have 31 interns joining us. We also have first, second and third year student teaching opportunities for teacher candidates within SRPSD.

With our recruitment process, we were able to fill all French Immersion position early and not lose them to other Divisions.

Overall our staff were true professionals during an unprecedented COVID time this past spring. We were reminded that our staff truly care for our students regardless of what we are faced with.

We have signed a five-year LINC agreement and are currently in bargaining with CUPE #4195.

B. Challenges

We anticipate the provincial budget to continue to be tight. We will continue to try and avoid cuts that impact the classroom directly and find ways to increase resources where necessary to ensure achievement of Provincial and SRPSD goals.

WCB time lost continues to be a challenge; our return to work focus has decreased the amount of time employees are away from work. We will continue to focus on getting our employees back to work by accommodating them back as quickly as possible. We are working with employees and supervisors to investigate accidents that occur in order to prevent future injuries.

We also need to ensure that we have adequate sub teachers and CUPE employees available.

Ensuring we stay on top of the ever changing direction regarding COVID. We have had consistent communication giving us direction throughout. With every communication we ensure we adjust how we operate as a school division.

GOVERNANCE IMPLICATIONS

1. Based upon the report, it is recommended the Board maintain current direction for ensuring staff budget remains at level that best serves our students.