



Accountability Report

Human Resources

Cory Trann, Superintendent of Schools

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Accountability Report

SOURCE DOCUMENTS:

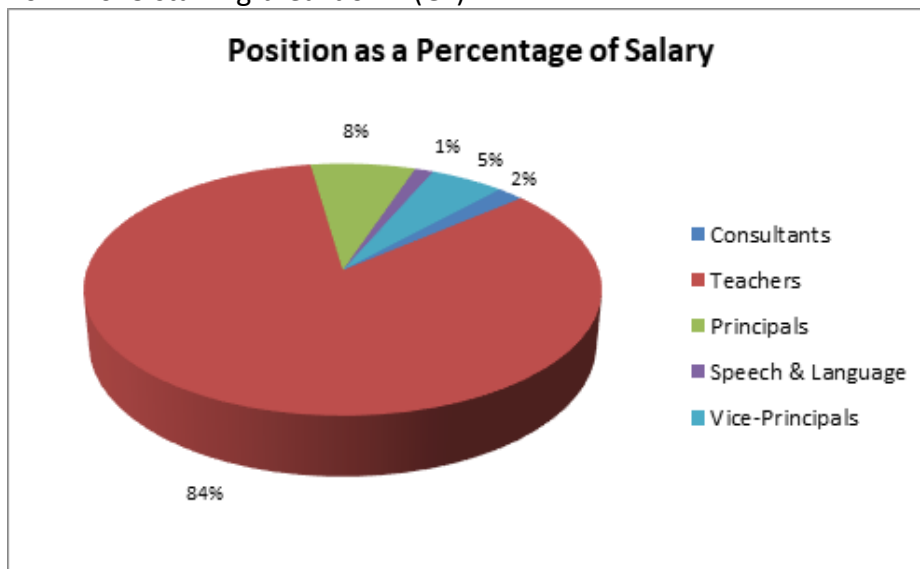
1. SRPSD Policy 16 states the following “all staff is to be hired to assist the Board in carrying out its vision, mission, and goals”.
2. SRPSD Policy 13, item 3, states the following for the Director’s role:
3.0 Personnel Management
 - 3.1 Has overall authority and responsibility for all personnel-related 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.
4. The SRPSD Strategic Plan 2021-2024 with Learning and Innovation (LI), Mental Health and Wellbeing (MH), inclusion and cultural responsiveness (INC), citizenship and relationships (CR) and governance and leadership as our priorities (GL). Please note the abbreviations given will be utilized throughout the document to show connection to the strategic plan.

EVIDENCE:

• Teachers

During the 2022-2023 school year, the number of teachers in classrooms was 561 FTE; this includes 33 principals and 25 vice-principals. We had 18 female and 15 male principals and 16 female and 9 male vice-principals in 2022-2023. In addition, there were 31.5 FTE’s who work out of the Education Centre; this includes speech and language pathologists, consultants, coaches and a teacher librarian at the TRC.

The total budget for teachers and administrators is approximately \$52.6M, the following is the 2022-2023 staffing breakdown (GL):



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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 and transfers.

We saw 10 teachers apply for the Early Resignation- (4 Option A, 6 Option B) Incentive and 3 teachers retire that did not qualify for the incentive. Between March and June, we had 8 other teachers on continuing contracts resign. This is a modest turnover of 4.3%. The Early Resignation Incentive plays a major role in allowing us to avoid redundancy and teacher hiring efficiently.

We are down 8 FTE teachers and one principal for the 2023-2024 school year through our budget allocation. This decrease is directly related to our enrolment and the principal is a result of the SRPSD Distance Learning Centre (DLC) discontinuing. We also have additional funds for 8 school-based literacy coaches, 2 for Michif language and culture, 3.25 for FTV and 1 Kids First Coach.

The monitoring and evaluation of staff is done in accordance to Administrative Procedure 428: Evaluation of Employees and 430: Supporting Professional Practices (Teachers, In-School Administrators and Consultants). 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. (LI, GL)

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. In the 2023-24 school year this program will be the responsibility of Superintendent Jeff Court. (LI)

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 2022-23 school year, we had 56 applicants for the school year and paid out a total of \$56370.68.

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*. For the 2023-24 school year, one .5 FTE teacher is approved for the year.

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. In 2022-23 we attended

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three fairs, 2 in province and one out of province. These career fairs allow us to 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. Being connected helps us with the recruitment of the tougher to fill positions like Cree Language, French Immersion, Senior Science/Math and early years for example. (INC, CR & GL)

Human resources try to maintain the sub list at about 200 teachers; this is typically made up of 120 teachers and about 80 superannuated teachers. Over the past couple of years, we have had difficulty to maintain an adequate sub list. Our sublist is slowly improving but it will take a number of years to fully recover. SPTRB has allowed us to add teacher candidates to our sub list that are finished their internship but not their education degree. This has been of great value both for SRPSD and teacher candidates.

Transfer history:

Year (spring of)	APPROX # of transfers (Staff Survey)	APPROX # of Transfers (AP 443)	APPROX Total number of transfers	Number of admin transferred
2015-16	17	7	24	4
2016-17	20	13	33	10
2017-18	20	25	45	17
2018-19	15	24	39	16
2019-20	34	18	52	3
2020-21	40	15	55	14
2021-22	41	12	53	10
2022-23	18	14 (includes 7 DLC)	32	9

Please note - In 2023-24, we will have six new administrators, three principals and three vice-principals. Also, the transfers above do not include teachers on temporary contracts or returning from a leave and being placed in a different school. The transfer number is calculated from those that are currently at work and on a continuing contract. The number was down in the spring of 2023 because we have nine less teaching positions as well, we had to place seven teachers from the DLC. This left 16 less positions available in the system. (LI & MH)

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Absence Comparison for Teachers

The chart below outlines the total absences per month for teachers. It includes all types absences and all teachers including administrators, principals, consultants and coaches. (MH)

	2018-19	2019-20	2020-21	2021-22	2022-23
September	779	722.5	688	1103	1156.5
October	1210.5	1231.25	1314	1347	1436.5
November	1375.75	1133.5	1601.5	1399	1529.5
December	965.5	850.5	910	893.5	988.5
January	1118.5	1235	817.2	1728.5	1263.5
February	998.5	981.7	726.5	1133.6	1137
March	1135	787	1228	1790.9	1542.5
April	1042.5	124.5	1012.5	1219	957.5
May	1604	196.5	1403	1736.5	1554.5
June	1328	381.8	1605.75	1767.5	1588
	11557.25	7644.25	11306.45	14118.5	13154

- **CUPE**

During the 2022-23 school year, the number of CUPE employees was at 464 FTE; this includes 218 educational associates (EAs) who make up the highest number of CUPE employees. These numbers are based on the last day of work for EAs which was June 27, 2023. SRPSD has 59 FTE (34.5 Mentors, 2.5 Grad/Mentor Support Coaches, 6 KidsFirst, 2 Literacy Camp Coordinators, 1 French Monitor, 7 Nutrition Coordinators, 3 Before & After School Coordinators, 3 Family Resource Centre Facilitators) that are non CUPE members and are either under contract or considered employees through separate funding arrangements. The 59 FTE 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.

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

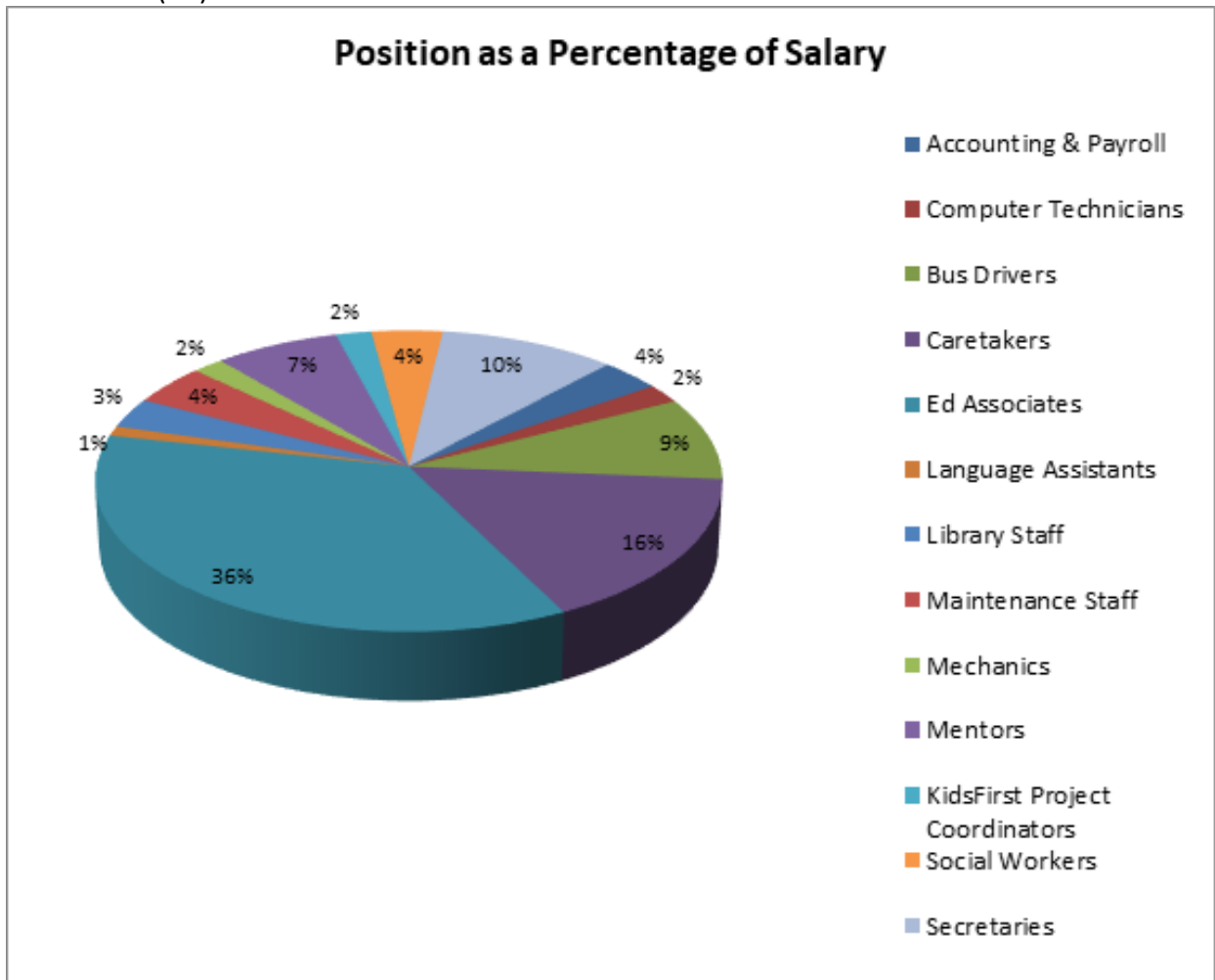
The recruitment of CUPE staff is a year-long focus and are working towards increasing our substitute list in many of our CUPE classifications. Continuous advertisements for substitute now run year-round. A round of interviews takes place once every 4-8 weeks to continually increase the number of casual employees (CR).

SRPSD takes on practicum students from Saskatchewan Polytechnic and University of Saskatchewan. In 2022-23, the Division had 40 practicum students in many classifications work with our students (LI).

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Interaction with CUPE resulted in discussions multiple times throughout the year. Labour Management meetings are scheduled every second month and take place when required. CUPE did not bring forward any grievances for the sixth year in a row, which is a celebration. Since 2013 we have had 22 grievances, and are proud of the relationships we have built with CUPE and strive to solve issues prior to them being grieved (CR).

The total salary for non-teacher employees \$21.5M, the following is the 2022-23 staffing breakdown (GL):



Staffing for CUPE for the 2023-24 school year went well and was completed by mid-June, 2023. We are constantly staffing throughout the year as employees leave for different reasons at all times of the school year.

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The Division continued to focus on Return to Work over the 2022-23 school year. Over the past years we have had the following (MH):

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	18 Time Loss incidents	585 lost days
2020	8 Time Loss incidents	667 lost days
2021	12 Time Loss incidents	474 lost days
2022	15 Time Loss incidents	270 lost days
2023	4 Time Loss incidents – Please note this is only until June 30, 2023	90 lost days

Other information (GL & CR):

DESCRIPTION	Total as of June 30/18	Total as of June 30/19	Total as of June 30/20	Total as of June 30/21	Total as of June 30/22	Total as of June 30/23
Total number of EAs on Sub List	134	146	156	169	169	197
Number of CUPE Assignment Changes including NEW HIRES (PERM & TEMP)/ LEAVES/RESIGNATIONS/RETIREMENTS/TERMINATIONS (July 1 to June 30 each year)	371	456	503	412	423	506
Number of times we were unable to secure EA subs	102.50	130	109	131.5	453.5	279.5
Number of times we were unable to secure Teacher subs	66.50	61	81.5	374.5	724.5	358.5
New to EA Sub. List	51	65	102	68	94	106
CUPE employees on the sub list (all non EAs)	140	147	134	138	126	133
Number of grievances from CUPE	0	0	0	0	0	0
Total number of practicum experiences	11	5	7	26	35	40

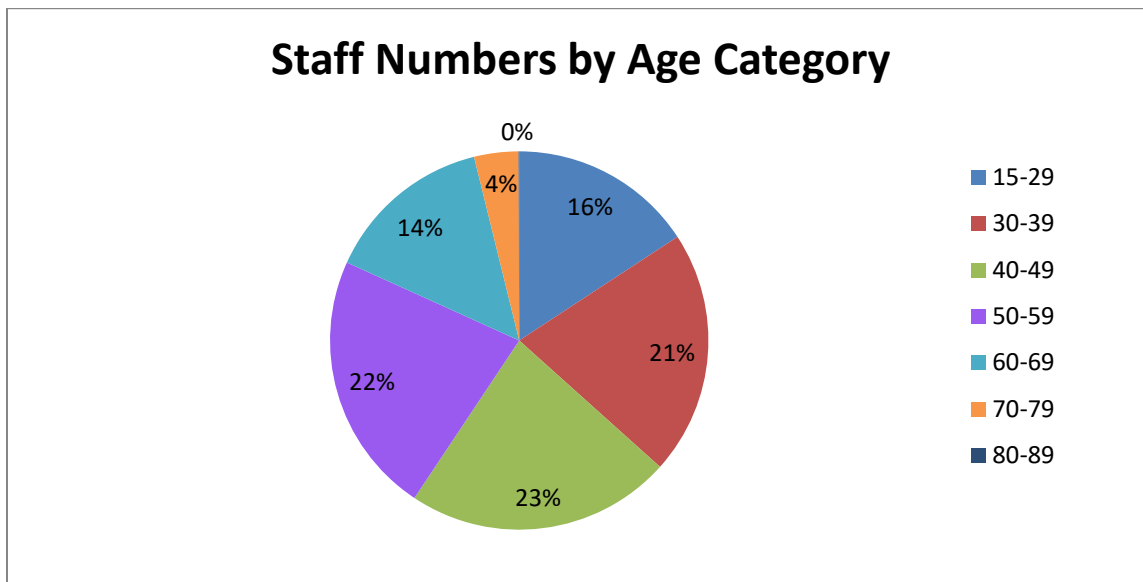
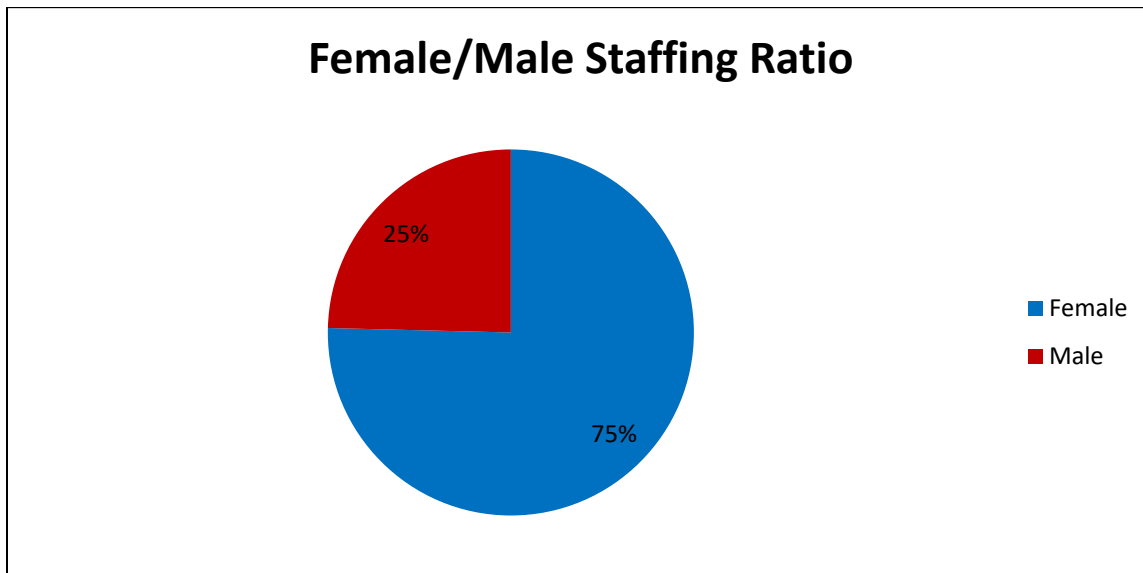
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C. All Human Resources

Human resources had a second staff satisfaction survey in 2021-22. Results were brought to the Board in the spring of 2022. As a reminder, the four areas of commitment are (LI, MH, INC, CR & GL):

- Enhance equitable, consistent, and fair hiring and transfer processes;
- Strengthen professional development opportunities and strategies for mental health and wellness for both students and staff;
- Promote, communicate, and celebrate SRPSD successes for both employees and students; and
- Conduct another employee satisfaction survey by the end of the 2024-2025 school year.

In 2022-2023 we had 1744 employees as of June 25, 2023. This number includes teachers, CUPE, Non-CUPE Support, OOS, and subs, the following graphs show some of the demographics of those SRPSD employees (INC):



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Number of FNMI educators on contract with Saskatchewan Rivers SD 119.

FNMI Status	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Metis	147	156	159	158	157	166	163	155
First Nation	17	17	18	21	19	23	22	26
Total FNMI Educators	164	173	177	179	176	189	185	181
Total Number of Educators	596	603	592	592	582	592	584	567

Risk Management (LI, MH, INC, CR & GL):

We will ensure that the Human Resources supports the reduction of risk to the organization in all areas outlined in SRPSD risk register. Specifically, a focus continues to be on Division Expectations and Staff Engagement as well as student enrolment. As a Division by recruiting, training and supporting staff in student learning, we enhance the engagement of our staff and students. The impact on enrolment will continue to be positive if we find ways to tell our story and truly provide a learning experience that is *Excellence for Every Learner*. Once students join us, we strive to have them stay with us throughout their PreK-12 experience.

September 30 enrolment from 2015 and on:

30-Sep-15	30-Sep-16	30-Sep-17	30-Sep-18	30-Sep-19	30-Sep-20	30-Sep-21	30-Sep-22	30-Sep-23 projection
8968	9114	9157	8991	8916	Data not reliable	8969	8874	8797

ADMINISTRATIVE IMPLICATIONS:

A. Successes

We are able to place teacher candidate interns in our schools from the multiple universities, including SUNTEP, U of S, U of R, Minot and FNUC. 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. We also recruited teachers from within the province and across Canada. For the 2022-23 school year, we had 38 interns join us. We also had 60+ first, second and third year student teaching opportunities for teacher candidates within SRPSD. (LI)

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We have worked with the College of Nursing to place nursing practicum students into our schools. These students help teachers and staff facilitate health and wellness programming in the schools. The number of practicum students continues to grow year after year. (LI)

With our recruitment process, we were able to fill all French Immersion, Cree language and other difficult to fill positions early and not lose them to other divisions. We typically hire in November/December for the upcoming year but have to consider earlier. (GL)

Overall, our staff continue to be true professionals. They support students in endless ways and it continues to be appreciated. On a daily basis we are reminded that our staff truly care for our students regardless of what we are faced with. (CR)

B. Challenges

We continue to find the needs of our students increasing. We offer many supports but it seems like more could always be utilized to benefit students.

We need to continue to focus on maintaining an adequate sub list for all classifications. It has been more difficult to fill some positions in post COVID but it is starting to get better as time goes on.

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.