



Accountability Report

Human Resources

Neil Finch, Superintendent of Schools

August 29, 2022

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SOURCE DOCUMENTS:

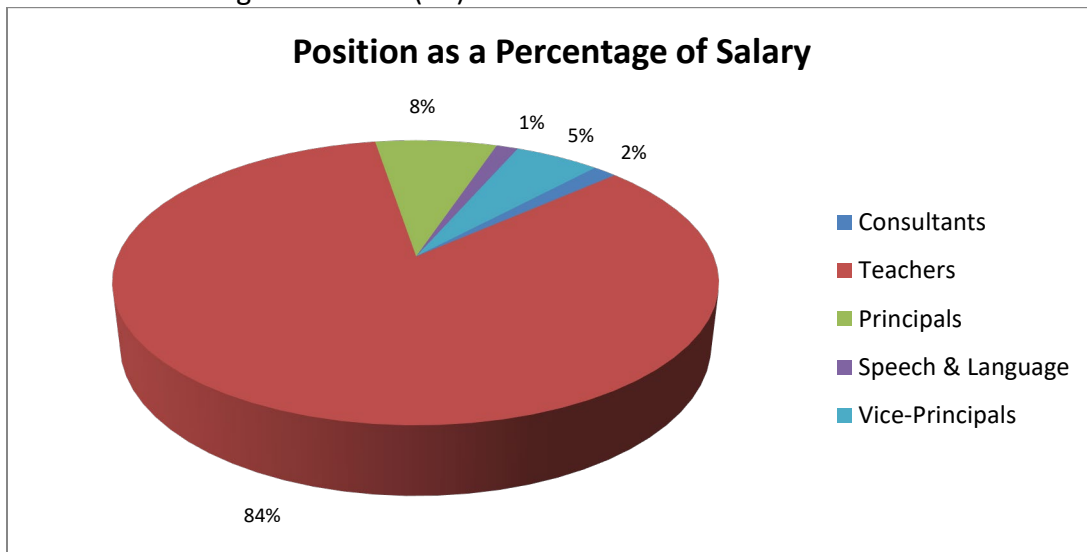
1. SRPSD Policy 16 states the following “*all staff is to be hired to assist the Board in carrying out its vision, mission, and goals*”.
2. SRPSD Policy 13, item 3, states the following for the Director’s role:
 - 3.0 Personnel Management**
 - 3.1 Has overall authority and responsibility for all personnel-related 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.
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 2021-2022 school year, the number of teachers in classrooms was 580 FTE; this includes 33 principals and 25 vice-principals. We had 17 female and 16 male principals and 16 female and 9 male vice-principals in 2021-2022. In addition, there were 24 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 \$50.4 M, the following is the 2021-2022 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 12 teachers apply for the Early Resignation Incentive and 3 teachers retire that did not qualify for the incentive. Between March and June, we had 19 other teachers (17 continuing + 2 temps) including two SLPs resign. This is a modest turnover of 5.9%. The Early Resignation Incentive plays a major role in allowing us to avoid redundancy and teacher hiring efficiently.

We are up 6.5 FTE teachers for the 2022-2023 school year through our budget allocation. This increase is directly related to our enrolment. Above and beyond the teacher increase, 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 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. (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. This year the two programs will be the responsibility of Superintendent Cory Trann. (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 2021-2022 school year we had 65 applicants for the school year we paid out a total of \$72,228.84.

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 2022-23 school year we did not have any 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. In 2021-2022 we attended the fairs virtually. As a result, less contacts were made, we are looking forward to face-to-face career fairs taking place in the future. 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

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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. This past year we really struggled to maintain an adequate sub list. The two main issues continued from the year previous which included more teachers on leave because of self-isolation orders and subs unwilling to be in schools because of COVID fears. For the second year in a row, we were able to add teacher candidates that were finished their internship but not their education degree to our sub list. This will likely be the last time we will be able to do this as it was intended to be a COVID response.

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	15	24	39	16
2019-20	34	18	52	3
2020-21	40	15	55	14
2021-22	41	12	53	10

Please note - In 2022-2023 we will have 6 new administrators, 2 principals and 4 vice-principals. Also, the transfers above do not include teachers on temporary contracts, returning from a leave and being placed in a different school and/or full-time teachers that were .5 between two buildings but are now full time in one of those schools. The transfer number is calculated from those that are currently at work and on a continuing contract. (LI & MH)

Principal and Vice Principal Pool - During the 2021-2022 school year we had 16 people in the VP pool and 12 in the P pool that we had access too. As we enter the 2022-2023 school year, we have 12 in the VP pool and 10 in the P pool. We will reopen the interview process during the 2022-23 school year.

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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
September	779	722.5	688	1103
October	1210.5	1231.25	1314	1347
November	1375.75	1133.5	1601.5	1399
December	965.5	850.5	910	893.5
January	1118.5	1235	817.2	1728.5
February	998.5	981.7	726.5	1133.6
March	1135	787	1228	1790.9
April	1042.5	124.5	1012.5	1219
May	1604	196.5	1403	1736.5
June	1328	381.8	1605.75	1767.5
	11557.25	7644.25	11306.45	14118.5

- **CUPE**

During the 2021-2022 school year, the number of CUPE employees was at 402.5 FTE; this includes 213 educational associates (EAs) who make up the highest number of CUPE employees. SRPSD has 50 FTE (27.5 Mentors, 2.5 Grad/Mentor Support Coaches, 7 KidsFirst, 2 Literacy Camp Coordinators, 2 French Monitors, 3 Nutrition Coordinators, 6 Before & After School Coordinators) that are non CUPE members and are either under contract or considered employees through separate funding arrangements. The 50 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*.

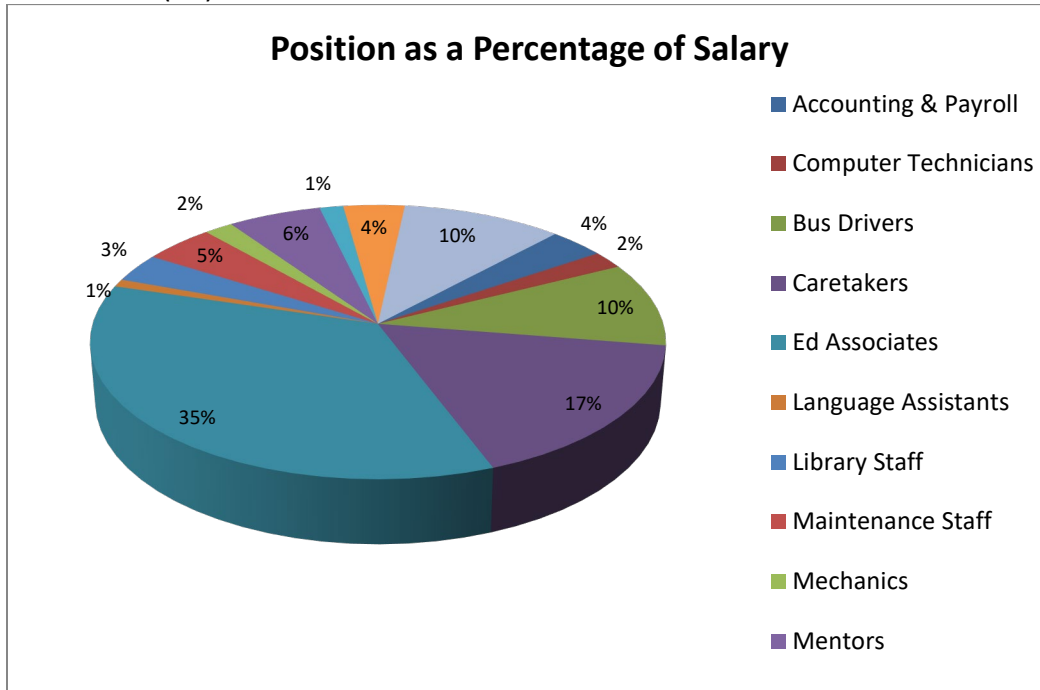
The recruitment of CUPE staff is a year-long focus and we are working towards increasing our substitute list in many of our CUPE classifications. Continuous advertisements for substitute now run year-round. A round of interviews takes place once every 4-8 weeks to continually increase the number of casual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

SRPSD takes on practicum students from Saskatchewan Polytechnic, University of Saskatchewan, First Nations University, and Saskatchewan Indian Institute of Technologies. In 2021-2022, the Division had 35 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 fifth year in a row, which is a celebration. Since 2013 we have had 22 grievances, we are proud of the relationships we have built with CUPE and we strive to solve issues prior to them being grieved (CR).

The total salary for non-teacher employees \$20.4 M, the following is the 2021-2022 staffing breakdown (GL):



Staffing for CUPE for the 2022-2023 school year went well and was completed by mid June, 2022. 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 2021-2022 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	6 Time Loss claims reported and WCB approved (as of June 30/22)	158 lost days

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Other information (GL & CR):

DESCRIPTION	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 as of June 30/21	Total as of June 30/22
Total number of EAs on Sub List	129	134	146	156	169	169
Number of CUPE Assignment Changes including NEW HIRES (PERM & TEMP)/ LEAVES/RESIGNATIONS/RETIREMENTS/TERMINATIONS (July 1 to June 30 each year)	643 (out of this total, 312 were layoff/recall letters)	371	456	503	412	423
Number of times we were unable to secure EA subs	125	102.50	130	109	131.5	453.5
Number of times we were unable to secure Teacher subs	83	66.50	61	81.5	374.5	724.5
New to EA Sub. List	52	51	65	102	68	94
CUPE employees on the sub list (all non EAs)	123	140	147	134	138	126
Number of grievances from CUPE	2	0	0	0	0	0
Total number of practicum experiences	23	11	5	7	26	35

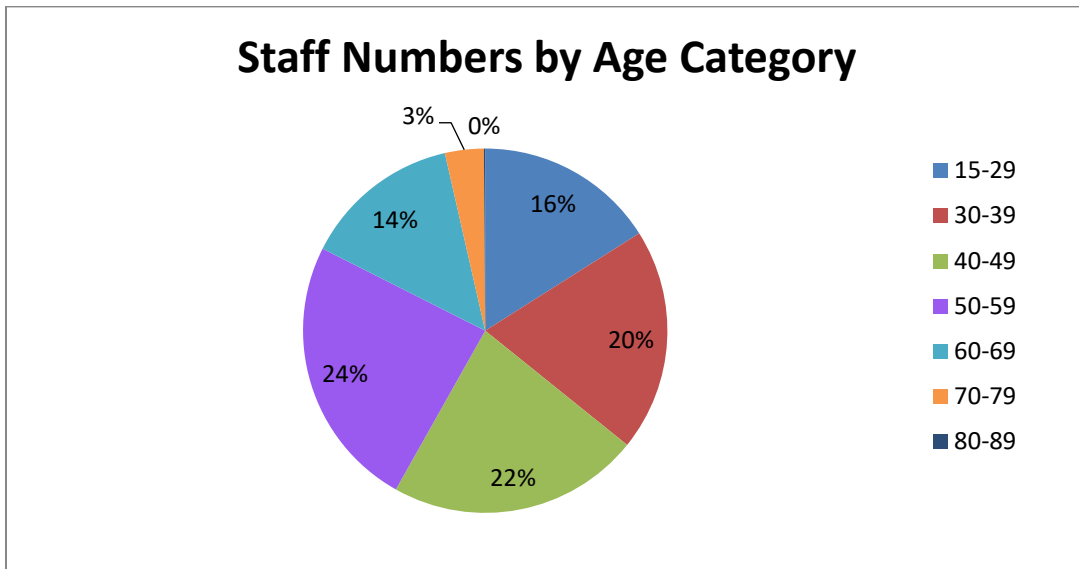
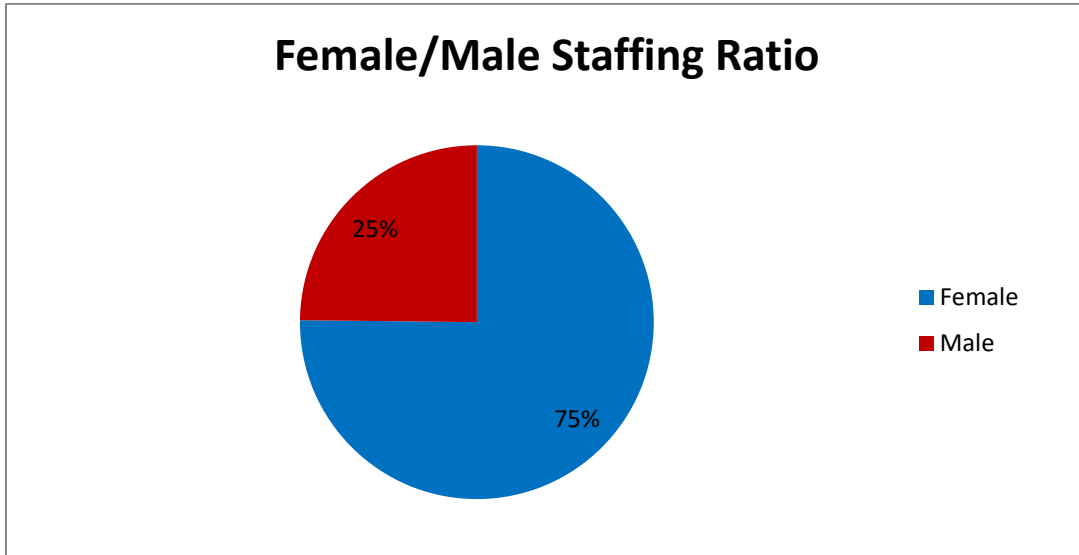
C. All Human Resources

Human resources had a second staff satisfaction survey in 2021-2022. Results were brought to the Board in the spring of 2022. As a reminder, the four areas of commitment will be (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.

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In 2021-2022 we had 1675 employees as of June 27, 2022. This number includes teachers, CUPE, Non-CUPE Support, OOS, and subs, the following graphs show some of the demographics of those SRPSD employees (INC):



Number of FNMI Educators Saskatchewan Rivers SD 119 2015-16 to 2021-22 (INC)

FNMI Status	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Métis	156	159	158	157	166	163
First Nation	17	18	21	19	23	22
Total FNMI Educators	173	177	179	176	189	185
Total Number of Educators	603	592	592	582	592	584

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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 projection
8968	9114	9157	8991	8916	Data not reliable	8969	8980

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 2021-2022 school year, we had 19 interns joining us. We also had 67 first, second and third year student teaching opportunities for teacher candidates within SRPSD. (LI)

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)

Our enrolment was back to pre-COVID enrolment. This was beneficial for our students and our budget.

Overall, our staff were true professionals during an unprecedented COVID time the past 2.5 years. They were resilient in so many ways. We were reminded that our staff truly care for our students regardless of what we are faced with. (CR)

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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. The last 2.5 school years have been extremely difficult to recruit enough staff to fill day to day open positions. We think we will be in a much better position to fill open positions post COVID.

We believe this is coming to an end or at least in a better place than the last 2.5 years but ensuring we stay on top of the ever-changing direction regarding COVID. We received many forms of communication giving us direction throughout the pandemic that impact staff and students. With every communication we ensure we adjust how we operate as a school division. The focus of our core business of learning was taken away at times as a result.

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.