



**Date:** October 23, 2024 **Agenda Item:** 8.5  
**To:** Board of Trustees  
**From:** Shawna Warren, Superintendent  
**Originator(s):** Lisa Lacroix, Associate Superintendent Human Resources  
**Subject:** **Human Resources Annual Report (2023-2024)**

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**Background:**

The Human Resources Department's Annual Report (2023-2024) provides a detailed overview of the staffing aspects within Sturgeon Public School Division, for both union and non-union groups and covers all elements of the employment life-cycle. This report serves as a valuable resource to gain an understanding of the Division's workforce. This report is based on data collected from the 2023-2024 school year.

**Status & Relationship to Superintendent Leadership Quality Standard (SLQS):**

This report aligns with the [SLQS](#) in the following way:

- |                    |   |
|--------------------|---|
| <b>COMPETENCY:</b> | (6) School Authority Operations and Resources   |
| <b>INDICATORS:</b> | b. ensuring effective alignment of the school authority's human resources to achieve the school authority's education plan;<br>d. providing for the support, ongoing supervision and evaluation of all staff members in relation to their respective professional responsibilities;<br>e. establishing data-informed strategic planning and decision-making processes that are responsive to changing contexts; and<br>h. implementing programs and procedures for the effective management of human resources in support of mentorship, capacity building and succession planning. |

**Governance Implications:**

[Education Act](#)

Board responsibilities

33(1) A board, as a partner in education, has the responsibility to

- (b) be accountable and provide assurances to students, parents, the community and the Minister for student achievement of learning outcomes,

### [Policy 105: Vision, Mission and Values](#)

#### Mission

Working together as a team of trustees, parents, community, staff and students, we create safe, respectful and collaborative learning environments where students are prepared to meet and excel at the challenges presented by the global community.

### [Policy 225: Role of the Board](#)

#### Assurance and Accountability

The Board shall be accountable and provide assurances to students, parents, the community and the Minister for student achievement of learning outcomes [Education Act s. 33(1)(b)]. Specifically, the Board:

4. Develops and implements a reporting and accountability system on any matter the Minister prescribes;
5. Disseminates any information, in the reports and accounts produced, under the reporting and accountability system to students, parents, electors and/or the Minister in the manner the Minister prescribes;

### [Administrative Procedure 700: Certificated Staff](#)

#### PURPOSE

Sturgeon Public Schools believes that an effective instructional program is determined by the quality of its staff. The division is committed to ensuring that the best possible employees are hired.

### [Administrative Procedure 701: Support Staff](#)

#### PURPOSE

Support staff play a vital role in supporting the system therefore the best-qualified candidates shall be selected.

### [Administrative Procedure 702: Custodial Caretaking and Facilities Staff](#)

#### PURPOSE

Support staff employees play a vital role in supporting the system, therefore, the best-qualified candidates for custodial, caretaking and maintenance staff shall be selected.

Administration is prepared to respond to questions at the October 23, 2024, Public Board meeting.

### **Attachment(s):**

1. Annual Report - Human Resources (2023-2024)



# ANNUAL REPORT

## HUMAN RESOURCES

Submitted by Lisa Lacroix, Associate Superintendent Human Resources

October 23, 2024



## Background

Our mission in the Human Resources department is to attract, develop and retain high performing employees dedicated to delivering exceptional education to the students of Sturgeon Public Schools. We are committed to fostering a positive and inclusive work environment that promotes growth, equity and respect for all.

Our goal is to provide exceptional support to our employees in their professional development, health and wellness, and job satisfaction. We value transparent communication and collaboration with all stakeholders and align our HR practices with the broader goals and objectives of Sturgeon Public Schools, ensuring compliance with all relevant laws and regulations.

The Human Resources team is responsible for:

- Recruitment and selection for all staff across the Division, including executive, non-union, union, casual, and substitute positions.
- Overseeing employee onboarding, offboarding, benefits administration, and professional growth.
- Managing occupational health and safety compliance, Workers' Compensation Board (WCB) claims, employee disability services, and leaves of absence.
- Providing leadership in the resolution of workplace issues and promoting positive employee relations.
- Administering compensation, benefits, and adherence to collective agreements and employment standards.
- Supporting succession planning and workforce development through training and supervisory guidance.

These efforts ensure the Division operates with a skilled, supported, and motivated workforce, contributing to the success of our students.

Additionally, the Human Resources team provides support to the leadership teams and staff in addressing and resolving workplace issues.

The Human Resources team consists of six staff:

- Associate Superintendent Human Resources
- Director (1)
- Advisor (1)
- Recruitment and Sub Services Administrator (1)
- Receptionist (1)



## HR Analytics

### Recruitment & Selection

	Total Staff Headcount (as of Sept 25/24)	Recruitment Postings	Resignation & Termination	End of Contract	Retirement
ATA	327	47	22	81	6
CUPE	231	75	44	41	3
GEC	105	49	26	14	5
<b>TOTAL</b>	<b>663</b>	<b>171</b>	<b>92</b>	<b>136</b>	<b>14</b>

(September 1, 2023 to August 31, 2024 for all columns except Total Headcount)

In the 2023-2024 school year, Human Resources attended the University of Alberta Education Career Fair, Concordia University Job Fair, Norquest College Career Fair, and Kings University Career Fair.

### Education & Experience

The following table breaks down the education and experience of the ATA staff. The numbers are full-time equivalent and not number of employees.

ATA Staff	4 Yrs of Education	5 Yrs of Education	6 Yrs of Education	Total
0 Years	6.25	1	2	9.25
1 Year	2.5	1	0.6	4.1
2 Years	3.4	4.5	5.05	12.95
3 Years	4	1	2.7	7.7
4 Years	8	0	7	15
5 Years	6	0		7
6 Years	6.5	1	2.8	10.4
7 Years	0	0	0	0
8 Years	5	5	2.35	12.35
9 Years	6	4	1	11
10 Years	100.695	54.4	68.19	223.285
<b>TOTAL</b>	<b>148.945</b>	<b>74.9</b>	<b>93.69</b>	<b>317.535</b>

(As of September 2024)

### Union Negotiations

Human Resources monitors and analyzes trends and issues related to the administration of the CUPE and ATA collective agreements. HR plays a key role in developing and leading the Division's bargaining proposals to ensure fair and effective negotiations.

### Payroll Advice Form

Human Resources is responsible for completing and submitting Payroll Advice Forms (PAF) to the Payroll Department for any modifications impacting employee compensation. In June 2024, HR submitted 181 PAFs, and for the startup of the 2024-2025 school year, HR submitted 467 PAFs. Throughout the 2023-2024 school year, HR processed a total of 1,543 forms.



## Staff Supervision, Growth & Evaluation

During the 2023 – 2024 school year, 49 teacher evaluations and 38 support staff evaluations were completed ensuring alignment with professional growth plans and performance standards.

## Teaching Certification

In order for a teacher to obtain a Permanent Teaching Certification, principals are required to complete two evaluations. Human Resources ensures that all criteria to qualify have been met and submits all the necessary information to Teacher Certification – Alberta Education for processing. Human Resources also processes the necessary paperwork to request extensions for any Interim Certifications that are expiring.

	Interim Certification Extensions	Permanent Certificates
2021 - 2022	29	8
2022 - 2023	10	18
2023 - 2024	8	11

## Succession Planning

	Average Age	Average Age > 50	Number of Employees >50	Percent of Staff >50
ATA	41.87	55.36	69	21%
CUPE	45.87	57.46	76	35%
GEC	42.56	55.33	43	36%
<b>TOTAL</b>	<b>43.70</b>	<b>56.44</b>	<b>207</b>	<b>29%</b>

(As of September 2024)

## Substitute Teacher and Casual Support Staff

Recruitment of substitute teachers and casual support staff is an ongoing process throughout the year, with regular postings on the Division's website. Human Resources selects candidates whose education and skills align with the needs of our Division.

Substitute teachers are held to the same high standards as contract teachers. Any concerns regarding their performance are thoroughly investigated, with appropriate actions taken, including removal from the substitute teacher list when necessary.

	Substitute Teachers	Casual EA	Casual Office	Casual Custodial
As of September 30, 2023	114	54	8	8
As of September 20, 2024	140	95	14	9

## Unpaid Leave of Absence

	Partial LOA	Full LOA	Secondment	Maternity/Parental
ATA	6	9	2	3
CUPE	3	1	0	2
GEC	5	0	0	1
<b>TOTAL</b>	<b>14</b>	<b>6</b>	<b>2</b>	<b>9</b>

(As of September 2024)



## Disability Management

Human Resources collaborates with leaders to facilitate the return-to-work process for employees recovering from sick leave, extended disability, or Workers' Compensation (WCB) claims. In some cases, a graduated return-to-work (GRTW) plan is medically recommended to ensure a smooth transition back to full duties. When necessary, suitable alternate work is identified to accommodate employees' restrictions and limitations. The leadership at Sturgeon Public Schools demonstrates a strong commitment to supporting staff through these accommodations.

### Employee Family Assistance Program (EFAP)

Our Employee Family Assistance Program (EFAP), provided through Inkblot as part of the Alberta School Employee Benefit Plan (ASEBP), is available at no cost to employees. Under this service, employees are entitled to up to 4 hours of support services at no charge.

	New Cases	Number of Hours Used	Users Accessed Full Hours
January 1 - June 30, 2022	42	NA	NA
January 1 - June 30, 2023	38	76.5	10
January 1 - June 30, 2024	29	52.5	4

### Medical Leave

In January 2021, Sturgeon Public Schools began participating in a pilot project for Sick Leave Support (SLS) with the Alberta School Employee Benefit Plan (ASEBP). The SLS program manages sick leaves extending beyond 14 calendar days, providing employees with active case management. ASEBP works closely with the Division to ensure a well-coordinated and carefully planned return-to-work process.

Additionally, ASEBP administers the Extended Disability Benefit (EDB) for all staff. Human Resources collaborates closely with ASEBP account managers to facilitate a safe and successful return to work for employees transitioning back after extended leave.

	New Cases	Active Cases	GR TW	Closed Cases	Pending EDB	Active EDB
January 1 - December 31, 2022	49	64	10	48	26	25
January 1 - December 31, 2023	55	68	14	50	24	23

	Sick Days Used (FTE)	# Staff Accessing Leave	Average Sick Days Per Employee	Sick Family (FTE)	# Staff Accessing Leave	Average Sick Family Days Per Employee
ATA	4191	362	11.58	477	199	2.39
CUPE	1728	190	9.09	245	105	2.33
GEC	809	95	8.52	85	33	2.58
<b>TOTAL</b>	<b>6,728</b>	<b>647</b>		<b>807</b>	<b>337</b>	

(September 1, 2023 to August 31, 2024)



## Workers Compensation Board (WCB) Management

All work-related injuries must be documented and reported to Human Resources. Any staff member, excluding most teachers, who experiences a work-related injury requiring medical attention, modified duties, or resulting in lost wages, must complete and submit a WCB form. Modified duties are available to accommodate staff where necessary.

	Employee Injury Reports	WCB – New Claims	OIS Clinic Visits	WCB Employer Claim Costs
ATA	39	1		\$0.00
CUPE	56	10		\$24,469
GEC	10	3		\$418
<b>TOTAL</b>	<b>105</b>	<b>18</b>	<b>0*</b>	<b>\$53,438</b>

(September 1, 2023 to August 31, 2024)

\*information is not available by employer group

## WCB Industry Ranking

WCB premiums are calculated based on a 3-year experience period. The 2023 premium includes claims costs and assessable earnings from January 1, 2019, to December 31, 2021 (with 2022 serving as the lag year). Fewer claims, lower claim costs, and safer workplaces contribute to reduced premium rates.

	2023 Calendar Year	2024 Calendar Year
Ranking	64/64	57/64
Surcharge	90%	23.29%
SPS Rate	\$2.05	\$1.45
Industry Rate	\$1.08	\$1.18
SPS Annual Premiums	\$325,553	\$258,638
Industry Annual Premiums	\$171,511	\$210,478
SPS Claim Costs	\$277,867	\$160,755
Industry Claim Costs	\$106,605	\$109,678

This Human Resources report has provided an overview of key activities and initiatives within Sturgeon Public Schools, including staffing, employee support, and workplace safety. We remain committed to fostering a positive, healthy work environment and will continue to collaborate with our partners to enhance the safety and well-being of all staff members. Our efforts to attract, develop, and retain high-performing employees are integral to the ongoing success of our Division.

