



MEMORANDUM

September 9, 2025
Regular Board Meeting

TO	Board of Trustees
FROM	Shauna Boyce, Superintendent
ORIGINATOR	Mark Francis, Deputy Superintendent
RESOURCE	Amy Goerzen, Director of Human Resources
GOVERNANCE POLICY	Board Policy 1: Division Foundation Statements Board Policy 2: Role of the Board
ADDITIONAL REFERENCE	BP 2: Section 1. Planning BP 2: Section 3. Accountability BP 2 Appendix 2.1 Board Work Plan
SUBJECT	HUMAN RESOURCES 2024-2025 REPORT

PURPOSE

For information. No recommendation required.

BACKGROUND

The Board of Trustees supports the Division vision and mission for students, reviews the budget on an annual basis and monitors, evaluates and reports Division performance and achievements to all stakeholders. The following report supports these responsibilities and adheres to the Board Annual Work Plan.

REPORT SUMMARY

The Human Resources Department Report outlines many aspects of staffing at Parkland School Division for the 2024-2025 school year for all union and non-union groups including recruitment, retirement, health supports, negotiations and professional development.

Administration would be pleased to respond to any questions.

AG:lg



HUMAN RESOURCES 2024-2025 Report

September 2025

Presented to the Board of Trustees, September 9, 2025

Mark Francis, Deputy Superintendent

Resource: Amy Goerzen, Director, Human Resources

Our Students Possess the confidence, resilience, insight and skills required to thrive in, and positively impact, the world.

BACKGROUND

The Human Resources Department 2024-2025 report covers key areas such as recruitment, resignations, workforce demographics, leaves of absence, and labour relations. The department is staffed by an HR Director, three HR Advisors, and an HR Assistant who specializes in Substitute and Casual staffing.

REPORT / TOPIC

Recruitment Activities

The Human Resources Department oversees the recruitment and selection process for all positions within the Division, including substitute teachers and casual support staff.

Recruitment Competitions

<i>Table 1: Recruitment Competitions</i>			
Employee Group	2022/2023	2023/2024	2024/2025
Teacher (includes Principals)	308	235	223
Support (CUPE/IUOE/NUG/ADCS)	238	216	192
Increase/decrease from previous year	+20%	-17%	-8%

The decrease in 2023/2024 was attributed to additional recruitment activities in 2022/2023, driven by grants supporting curriculum implementation and learning loss initiatives.

The decrease in 2024/2025 is attributed to a reduction in resignations and leaves of absences.

Substitute Teacher Recruitment

Recruitment of substitute teachers is ongoing throughout the year, with regular postings appearing on the Employment section of the Division's website. Human resources is responsible for interviewing and selecting candidates whose backgrounds and skills match the needs of our schools. During the 2024/2025 School Year, 121 Teachers were hired into our Substitute Teacher pool.

At the end of the 2024/2025 school year, we had 305 teachers in our Substitute Teacher pool. This number decreased by 51 (14%) from 2023/2024.

This decrease is attributed to a refinement of our internal practices. Specifically, we contacted all substitute teachers who had not accepted an assignment within the past six months and removed them from the list if they confirmed they no longer intended to accept substitute shifts.

Casual Staff Recruitment

Human Resources is responsible for recruiting and maintaining a pool of qualified casual support and caretaking staff to fulfill short-term work assignments at schools and the Centre for Education. During the 2024/2025 School Year, 95 Casual Support Staff were hired to the Casual pool.

At the end of the 2024/2025 school year, we had 169 employees on our Casual list (154 Casual Support and 15 Casual Caretakers). The number of Casual Support Staff has decreased 8% from 2023/2024.

Career Fairs

In 2024/2025, Parkland School Division participated in career fairs for the University of Alberta/Campus St. Jean, Concordia University, and Norquest College and Human Resources staff participated in Virtual Mock Interviews for MacEwan University (Educational Assistant Program).

Practicums

All Post-Secondary Approved Practicum Agreements

- | | |
|---|--|
| ✓ Academy of Learning Career College (NEW) | ✓ Norquest College |
| ✓ Athabasca University | ✓ Red Deer College |
| ✓ ABM College | ✓ University of Victoria |
| ✓ CDI College | ✓ University of Alberta/Campus St. Jean |
| ✓ Concordia University | ✓ The King's University |
| ✓ Lakeland College | ✓ University of Calgary |
| ✓ Lethbridge College | ✓ University of Lethbridge |
| ✓ MacEwan University | ✓ Southern Alberta Institute of Technology |
| ✓ Mount Royal University | ✓ St. Stephen's College |
| ✓ Medicine Hat College | ✓ Bredin College |
| ✓ Burman University | |

The Academy of Learning Career College practicum was added in January 2024 specific to their Educational Assistant diploma program. We continue to source opportunities for partnerships with post-secondary institutions.

Parkland School Division has had the honour of facilitating numerous practicums in various roles.

<i>Table 2: Practicum Students</i>			
Practicum Role	2022/2023	2023/2024	2024/2025
Student Teachers	54	53	61
Speech Language Pathologist	0	0	2
Education Assistant	7	6	3
SLPA	3	3	0
Administrative Assistant	2	0	0
Child & Youth Care	4	1	1
Physical/Occupational Therapy	1	0	1
Masters in Counselling	4	0	1
Social Work	1	1	1
Kinesiology/Sports Medicine	0	1	0
Librarian	0	1	0
Disability Studies (NEW)	0	0	1

Retirements & Resignations

Table 3: Retirements

	2022/2023	2023/2024	2024/2025
Support (CUPE/IUOE/NUG/ADCS)	14	8	13
Teacher (includes Administration)	10	18	12
Total	24	26	25

Table 4: Resignations

	2022/2023	2023/2024	2024/2025
Support (CUPE/IUOE/NUG/ADCS)	41	69	46
Teacher (includes Administration)	19	21	29
Total	67	90	75

Workforce Demographics

Employee Full Time Equivalency (FTE)

Table 5: Employee FTE

Employee Group/Position	2022/2023	2023/2024	2024/2025
<i>Teacher Total</i>	650.199	636.19	647.91
Teacher	592.199	576.69	585.31
Administration	58	59.5	62.6
<i>Support Total</i>	455.33	491.98	496.21
CUPE	339.26	366	360.11
ADCS-Support (NEW)	8.8	12	10.97
IUOE	65.19	70.38	72.87
NUG	42.08	43.6	52.26
Total	1105.529	1128.17	1144.12

Employee Headcount

The total headcount of all PSD employees was 1310 for 2024/2025 which is an increase from 1,288 in 2023/2024. This total does not include Substitute Teachers or Casual Support Staff headcount.

Average Age of Retirees

Table 6: Average Age of Retirees

	2022/2023	2023/2024	2024/2025
Support (CUPE/IUOE/NUG/ADCS)	62.46	63.88	63.38
Teacher (includes Administration)	56.8	59.3	59.3

Teacher & Administration Populations > age 50

<i>Table 7: Teachers > age 50</i>			
	2022/2023	2023/2024	2024/2025
Teacher Population > age 50	136	151	145
Total % of Teachers > age 50	18%	20%	20%

Support Staff (CUPE/IUOE/NUG) Populations > age 50

<i>Table 8: Support Staff > age 50</i>			
	2022/2023	2023/2024	2024/2025
Support Staff > age 50	192	207	210
Total % of Support Staff > age 50	35%	36%	36.4%

Average Age

<i>Table 9: Average Age – All Staff</i>			
	2022/2023	2023/2024	2024/2025
ATA	41.0	41.82	42.30
CUPE	46.2	46.1	47.64
ADCS-Support	42.2	45.3	47.09
IUOE	49.2	50.3	51.36
NUG	46.4	47.0	44.76

Average Years of Service

<i>Table 10: Average years of Service</i>			
	2022/2023	2023/2024	2024/2025
ATA	9.92	10.42	11.20
CUPE	7.46	7.05	7.25
IUOE	9.11	8.91	9.07
ADCS-Support	0	0.58	2.18
NUG	7.68	8.12	8.24
All Staff	6.83	7.01	7.59

Professional Development (PD)

- As of June 28, 2024, PD related system entries totaled **4789** days for all staff, a decrease of 4% from 2023/2024 with 5017 days. This does not include the nine Staff Planning and Development Days in the 2024/2025 school calendar.
- Support for new educators to Parkland School Division was provided through the New Teacher Orientation held on August 26, 2025, with **46** participants in attendance.
- New Principals and Assistant Principals are supported directly through a formal Mentorship.

Staff Evaluation and Certification

Human Resources advises and supports Administrators in providing quality supervision and evaluation of staff in accordance with the Teacher Quality Standard and Leadership Quality Standard.

- **Teacher Probationary Evaluations:**
2022-2023 – 112 Probationary evaluations completed
2023-2024 – 130 Probationary evaluations completed
2024-2025 – 94 Probationary evaluations completed
- **Temporary Teacher Evaluations:**
2022-2023 – 54 temporary teacher evaluations completed
2023-2024 – 41 temporary teacher evaluations completed
2024-2025 – 47 temporary teacher evaluations completed

<i>Table 11: Support Staff Evaluations</i>			
Employee Group	2022/2023	2023/2024	2024/2025
CUPE			
Probationary Evaluations	73	68	53
Trial Evaluations	12	21	17
ADCS-Support			
Probationary Evaluations	6	4	2
IUOE			
Probationary Evaluations	4	5	4
NUG			
Probationary Evaluations	9	4	4
Total	104	102	80

A teacher in Alberta is eligible for Permanent Certification following 2 years of experience and following a successful evaluation and recommendation. The number of teachers who obtained their permanent teaching certifications are as follows:

<i>Table 12: Teacher Certification (Permanent and Interim)</i>			
	2022/2023	2023/2024	2024/2025
Permanent Certification	37	32	25
Interim Certification Extensions	35	47	24

Leaves of Absence

Teacher (includes Administration) Leaves of Absence

<i>Table 13: Leaves of Absence</i>			
	2022/2023	2023/2024	2024/2025
Maternity	44	36	29
Personal	26	34	35
Deferred Salary	1	0	0
Secondment	9	8	7
Parental Leave	1	1	3
Total	81	79	74

Support Staff (CUPE/IUOE/NUG/ADCS) Leaves of Absence

<i>Table 14: Leaves of Absence</i>			
	2022/2023	2023/2024	2024/2025
Maternity	15	13	8
Personal	17	32	29
Parental Leave	1	1	0
Total	33	46	37

Disability Management

- The Human Resources team works with leaders to support the return of staff who have been away from work due to illness, disability leave, or work-related injuries. When needed, medically recommended graduated return-to-work plans are implemented for a successful transition. In other cases, alternate work may be arranged to accommodate any restrictions. Parkland School Division consistently demonstrates support and commitment to staff accommodation.
- The Alberta School Employee Benefit Plan (ASEBP) administers the extended disability benefit (EDB) for teachers and support staff at Athabasca Delta Community School.
- Sunlife Financial administers Long Term Disability (LTD) benefits for non-teaching staff and works closely with Human Resources on each claim.
- The Human Resources Department supports and coordinates an employee's medical journey, providing guidance throughout the process. They work with the employee, medical practitioners and the insurance provider, during the employee's absence, ensuring a smooth transition back to work and facilitating any adjustments or modifications necessary upon their return.

<i>Table 15: Short Term Medical Leaves</i>			
	2022/2023	2023/2024	2024/2025
Support Staff:			
CUPE	30	31	34
IUOE	8	11	5
NUG	3	2	2
Total Short Term Support Staff Medical Leaves*	41	44	41
Total Support Staff on Long-term Disability (LTD)**	9	6	4
Total Short Term ATA Staff Medical Leaves*	53	61	70
Total ATA Staff on Extended Disability Benefits (EDB)**	6	4	5

*Short Term Medical leaves are defined as >5 consecutive calendar days and < 90 calendar days

**LTD/EDB are medical leaves exceeding 90 calendar days and have been approved by Sunlife/ASEBP

<i>Table 16: Sick Leave</i>				
Number of Sick Days	Employee Group	2022-2023	2023-2024	2024-2025
	ATA Total	7652.99	7312.1	7039.97
	Teacher	7369.79	6882.63	6738.51
	Administration	321.19	429.47	301.46
	Support Total	4405.35	4586.54	4312.65
	CUPE	3508.24	3447.86	3352.57
	IUOE	559.11	777.33	669.76
	NUG	278.83	252.56	290.32
Average Sick Days/FTE	Employee Group	2022-2023	2023-2024	2024-2025
	ATA Total	11.77	11.49	10.87
	Teacher	12.44	11.93	11.51
	Administration	5.54	7.22	4.82
	Support Total	8.52	9.32	8.69
	CUPE total	10.34	9.42	9.31
	IUOE total	8.58	11.04	9.19
	NUG total	6.63	5.79	5.56
	All Staff Total	8.71	9.08	8.08

Labour Relations Activities

Bargaining Updates

The Alberta Teachers' Associate (ATA):

- In the Fall of 2024, negotiations between ATA and Teachers' Employer Bargaining Association (TEBA) commenced.
- In January 2025, negotiations between ATA and TEBA advanced to mediation. A mediator was appointed and issued recommended settlement terms which were rejected by 62% of members.
- In early June 2025, ATA held a formal strike vote that resulted in 95% of members in favour of strike action. The ability to serve strike notice expires on October 7, 2025.

Canadian Union of Public Employees (CUPE):

- Bargaining commenced in October 2024.
- CUPE and PSD participated in mediation into December and January.
- Following a work-to-rule campaign and subsequent full strike action from February 25 to March 19, 2025, CUPE employees returned to work on March 20, 2025.
- CUPE and the Board of Trustees voted to ratify the Collective Agreement on March 19, 2025. A new Collective Agreement was ratified for a 4-year term, expiring August 31, 2028.

International Union of Operating Engineers (IUOE):

- Bargaining commenced between IUOE and PSD in the Fall of 2024.
- A new collective agreement was ratified on January 14, 2025, for a 4-year term, expiring August 31, 2028.

Education Assistant II & Teacher Compensation

Average Cost of an Education Assistant II

Table 17: Total Compensation			
	2022/2023	2023/2024	2024/2025
Salary	\$37,124.29	\$37,634.75	\$41,240.86
Benefits	\$8,987.63	\$9,521.43	\$10,442.16
Local Authorities Pension Plan	\$3,119.92	\$3,073.57	\$3,253.40
Total Salary, Benefits and LAPP	\$49,231.84	\$50,229.75	\$54,936.42

Average Cost of a Teacher

Table 18: Average Teaching Cost			
	2022/2023	2023/2024	2024/2025
Teacher	\$108,483.00	\$110,435.00	\$111,040

Note: Average teaching costs include salary and benefit expenditures

Total Compensation (Teacher)

Table 19: Total Compensation			
	2022/2023	2023/2024	2024/2025
ATRF %	9.89%	9.89%	8.92%
ATRF \$\$	\$9,442.00	\$9,540.00	\$8,593.00
Total of Average Teacher Salary & Benefits	\$108,483.00	\$110,435.00	\$111,040.00
Total Salary, Benefits and ATRF	\$117,925.00	\$119,974.00	\$119,633.00

Teacher Education and Experience

Table 20: Teacher Education and Experience (2024)								
Teacher Distribution as of September 30, 2024 (FTE)								
		E D U C A T I O N						
				4 Yrs Univ	5 Yrs Univ	6 Yrs Univ		TOTAL
E X P E R I E N C E	0			4.50	2.00	5.00		11.50
	1			9.69	3.00	4.00		16.69
	2			7.00	4.00	6.00		17.00
	3			11.70	6.50	3.00		21.20
	4			6.00	3.00	12.00		21.00
	5			7.50	3.50	9.00		20.00
	6			7.63	9.34	7.00		23.97
	7			10.24	2.00	6.10		18.34
	8			14.51	6.60	6.91		28.02
	9			227.34	97.00	137.96		462.30
	10			2.60	2.00	2.00		6.60
	11			0.00	0.00	0.00		0.00
	TOTAL			306.10	136.94	196.97		646.61