

SASKATCHEWAN SCHOOL BOARDS ASSOCIATION
2006 ANNUAL REPORT



ASSOCIATION EVENTS

The Association provides numerous learning opportunities throughout the year for board members, senior administrators, managers, supervisors and other administrative staff. In 2006 the following seminars or meetings were held in various locations throughout the province. The estimated attendance for all events in 2006 is 1132.

ASSOCIATION EVENTS HELD IN 2006

Board Chair & Director Forum / Member Councils

- March 8-9
- June 7-8
- October 26-27
- December 7-8

Spring Seminar

- March 9-10

School For New Board Members

- December 1-2

General Assembly /Convention

- Nov 26-28

Good Practices /Dispute Resolution

- Jan 25
- Feb 15
- Feb 28

School Community Council Gatherings

- February 28
- June 13
- October 19
- November 27

Employee Relations Seminars

- February 9-10
- April 27-28
- May 5
- September 14-15
- November 16-17
- December 14-15

Legal Services

- September 27 & 29

Employee Benefits Seminar

- May 9-10

Communications Seminars

- March 29
- June 14
- November 8

At this time, 15 events have been planned for 2007, including events for board members and school division administrators.

EXECUTIVE



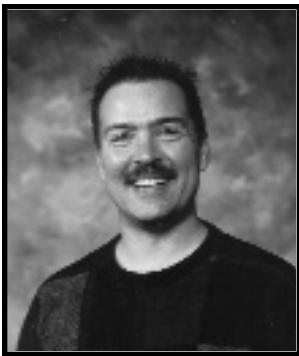
Lance Bean
President



Ed Geall
Vice-President



Barb Riley
*Conseil Scolaire
Fransaskois Constituency*



Andrew Bergen
Central Constituency



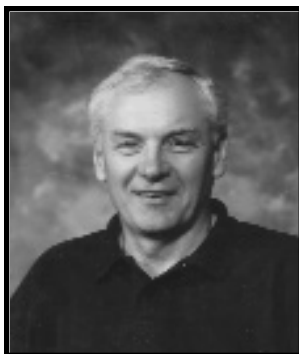
Frank Durocher
Northern Constituency



Cathy Hill
Urban Public Constituency



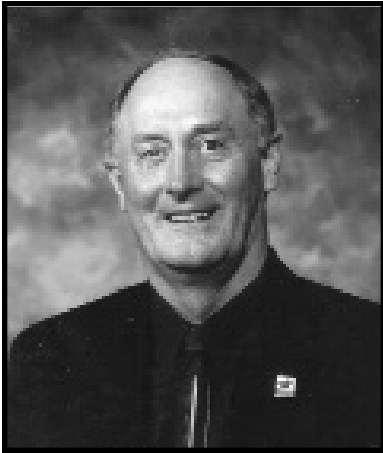
Keith Koberinski
Catholic Constituency



Roland Falk
Southern Constituency



William Caisse
Aboriginal Constituency



Lance Bean
President

PRESIDENT'S MESSAGE

Boards of education deserve a “thank you” and a “congratulations” after the events of the past year.

Many of you have come through restructuring, and with the leadership shown by you and your senior administrators, the transition has been a smooth one. The public has largely been unaware of the significant changes underlying restructuring, and that is a credit to board members, senior administrators and staff of school divisions. The public may think the work is over, but we know we have only begun the journey. We must continue to support each other through these changes.

Boards that were not involved in restructuring were up for election late this year. Congratulations to those of you who were successful in your bid to be on a board of education. If you are new, welcome! If you have been re-elected, welcome back! The students of the province will be well served by the leadership shown by boards.

This will continue to be a time of change, and the Saskatchewan School Boards Association exists to support boards. In the past year, that support has been shown in many ways.

Support through the restructuring process has obviously been a large part of the work of the Association in the past year. We have done that in a variety of ways, such as in the transition to policy governance, in human resources with new staffs, and in communications as part of building a new culture.

All boards are facing change in the implementation of the new School Community Councils, legislated by the government to be in every school with a focus on supporting student learning. The Association has supported boards in that transition and will continue to do that through facilitators, printed materials, a website, inservices for superintendents, etc.

Our advocacy efforts continue on behalf of boards as well. We were part of the working group to bring legislative changes forward in response to the tax revolts that affected some of our members in the past year. Some rural municipalities withheld money collected on behalf of boards, and while we believe the changes in legislation did not go far enough, we were pleased that the government at least responded to the concerns we expressed on behalf of all boards.

We have also continued to work with the coalition that is seeking increased funding for education to reduce the burden on property taxes. We achieved a small measure of success in the spring when the Premier announced targeted rebate relief for agricultural land.

At that time Premier Calvert acknowledged that 60 per cent of education funding from the province was a goal, the first time the government has publicly stated that as a goal. We will continue to work with our coalition partners to achieve that goal and reduce the burden on property taxes for all property owners.

Another important step this year was the cooperation and collaboration between the Catholic Section and the Public Boards Caucus, which I brought together to suggest legislative changes around the formation of separate school divisions. We have provided those suggested amendments to the provincial government, and hope they will be passed in the Legislature by the time this report is printed.

I will continue to bring these two groups of the Association together to discuss important issues and focus on remaining a strong and unified provincial voice for all boards of education.

The provincial Executive of the Association, which was restructured by boards at the 2005 Convention, has moved to a policy governance model. We have developed governance processes and, more importantly, the Ends or Goals of the Association. Those Ends are outlined elsewhere in the Annual Report.

The Association has contracted with Sigma Analytics to conduct a comprehensive programs and services review of the Association. This review is expected to be complete by March 2006.

We have also been part of the revitalization of the Canadian School Boards Association. This summer I was successful in my bid for the Presidency of the CSBA. We have welcomed the Newfoundland and Nova Scotia school boards associations back to CSBA, and hope to soon welcome Manitoba back into the fold.

The new CSBA is served by a national director in Ottawa, and the provincial Associations have worked together with the director on initiatives such as Aboriginal education, English as Second Language students, and exploring program delivery in the face of declining enrolments. The return of a strong national voice to serve boards across Canada has been positive. The Association will be hosting the CSBA Congress in Regina, July 3-5, 2008, so mark your calendars!

I know the past year has seen many challenges, but we have also enjoyed many successes as well. Our education system remains strong, and the leadership of boards, supported by the Association, plays a role in keeping it strong.

Lance Bean
President

PREMIER'S AWARD

PREMIER'S AWARD FOR INNOVATION AND EXCELLENCE IN EDUCATION

Each year, the Association presents an award, sponsored by The Document Company - Xerox, to recognize education innovations focused on student development and achievement that have been advanced or directed by boards of education. The 2005 recipient of the award was the **Melfort-Tiger Lily School Division** for the project entitled: *'Bridging the Generations'*.

Previous winners of this award were:

2004 - The Saskatchewan Valley School Division

—*Enhancing Student Achievement through Professional Learning Communities*

2003 - Saskatoon Public School Division

—*Royal West Campus: A Centre of Innovation for Young Adult Learners*

2002 - Tisdale School Division

—*Classroom Community Connections - Communityplus*

2001 - Nipawin School Division

—*Community Education Programs: An Integrated Services Approach*

2000 - Regina Public School Division

—*ACT 2000 A Student Leadership Development Program*



Melfort-Tiger Lily School Division

STRATEGIC ENDS

Beginning in 2005 and continuing through 2006, the Executive of the Saskatchewan School Boards Association moved to a policy governance approach, similar to that used by many boards of education in the province.

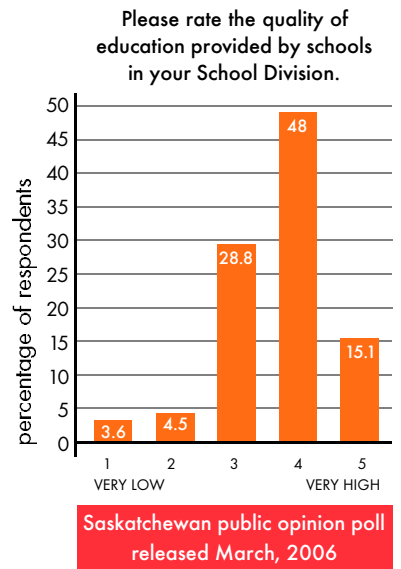
In 2006, the Executive formally adopted its new policy governance manual, and also adopted the strategic ends of the Association. Strategic plans are driven by the mission and ends statements in support of the work of boards of education.

The Mission of Saskatchewan School Boards Association is to produce

EXCELLENCE IN EDUCATIONAL GOVERNANCE AND LEADERSHIP

This is further interpreted to include, but not limited to:

- School boards have information and knowledge that enables them to govern effectively;
- School boards have the capacity to govern fully within their legislative mandate;
- School boards value collective action on behalf of public education;
- School boards and their administrators seek and obtain prompt, reliable, useful and cost-effective services;
- The profile of public education is advanced through the relationships developed by and within the Association;
- The Association and its members value enhanced engagement of Aboriginal partners in public education.





Bill Wells
Executive Director

EXECUTIVE DIRECTOR'S MESSAGE

Boards of education and their senior administrators have come through a year of significant change, and the Association has continued to support their work through the many challenges and opportunities afforded by that change.

For example, the Association supported those board affected by the illegal actions of some rural municipalities that withheld property taxes collected on behalf of boards. We provided legal services to those boards, responded to the media when boards requested us to do so, and advocated with the government to make substantive change to prevent such actions from continuing to occur.

After the Association met with the Premier, the Minister of Government Relations and the Minister of Learning on this matter, the government established a working group that included Association representatives to provide recommendations for legislative change to address the events of the past two years. While the amendments have not done as much as the Association and boards would have liked, they do provide positive change in dealing with such illegal actions.

That is just one example of the Association's continued focus on advocacy in support of boards of education. Association staff and Executive are involved in several different ways in advocating on behalf of boards.

The Association has also been continuing its support of those boards that have been created by the government's restructuring initiative, through such departments as Employee Relations in support of collective bargaining. The Association's support for all boards includes initiatives such as the implementation of School Community Councils.

In the fall of 2006, the Association's staff structure was restructured to better respond to boards' needs. Our services need to reflect the changing needs and issues of boards. Association staff members provide support to school division senior staff through such means as regular meetings and seminars for human resources staff, communications staff and School Community Council superintendents. Other corporate services such as Legal, Employee Benefits and Insurance continue to be vital to boards and their senior administrators.

Our Executive has also undergone changes, with a restructuring supported by boards at the 2005 Convention, and the implementation of a policy governance approach similar to that undertaken by boards of education.

The Association is also partnering more with the Department of Learning, sharing human and financial resources for such initiatives as the implementation of School Community Councils and reporting of student achievement.

A significant event in 2006 was the signing of an historic agreement with the Office of the Treaty Commissioner. This was a positive event and another step in raising understanding of the importance of treaties to all Saskatchewan people. Better serving Aboriginal students remains a goal of the Association Executive. The Association is also pursuing a partnership agreement with the Departments of First Nations and Metis Relations and Learning, a first step in establishing an Aboriginal Employment Development Program for boards of education.

Our Breakfast for Learning program is growing under the leadership of Kelly Berlinic. We have been able to increase the funding to breakfast programs and undertake a major public initiative with sponsorship support from several major corporations.

In the coming year we will continue to support boards through our advocacy and direct services, and by assisting whenever possible with important initiatives like improving student achievement and implementing School Community Councils.

Bill Wells
Executive Director

**FINANCE AND
ADMINISTRATIVE
SERVICES**



Patti Blackburn
Administrative Officer



Virginia Davidowich
Administrative Assistant



Debby Beriault
Receptionist



Kasie L. Kelln



Shayla Weisbrod



Lance Bean & Shirley Batters

AWARDS

ASSOCIATION SCHOLARSHIPS

The Association presents two \$1000 scholarships yearly to graduating students who advance to post-secondary education in Saskatchewan. These scholarships are based on demonstrated good character, community leadership, financial need, and a 500-word essay. One scholarship is presented to a student entering a university in Saskatchewan and the other is awarded to a student entering a technical institute in Saskatchewan. The 2006 University scholarship was awarded to **Kasie L. Kelln**, a graduate of William Derby High School in Strasbourg in the Horizon School Division. The 2006 applied science and technology scholarship was awarded to **Shayla Weisbrod**, a graduate of Indian Head High School in the Prairie Valley School Division.

GRADUATE AWARDS

Each year the Association offers up to four awards of \$2,000 to graduate students. These awards are to recognize leadership in education and to advance informed decision making in education. In 2006, awards of \$2,000 were awarded to the following successful applicants:

Mary Barrett: *Beyond Cognitive Imperialism: An Investigation into Teacher Identity and Ways of Knowing*

Nora Findlay: *School Based Administrators' Knowledge of Education Law and Their Confidence Levels in Making Legal Decisions Implications for In-Service and Professional Development*

Arnold Neufeld: *The Influence of Practical and Applied Arts on Randomly Selected Comprehensive High School Students*

Twyla Salm: *Interprofessional Partnerships - The Challenge and Possibility for Social Justice in the Light of SchoolPLUS*

AWARD OF DISTINCTION

The 2005 Convention marked the third time the Association has presented the Award of Distinction to a board member who has demonstrated outstanding service in addition to making a significant contribution to enhance education. The 2005 Award of Distinction was awarded to **Shirley Batters**, of the Estevan School Division No. 95.

Previous award winners were Lorie Annand, formerly of the Melfort-Tiger Lily Board of Education and Bernie Ford of the Gull Lake Board of Education.

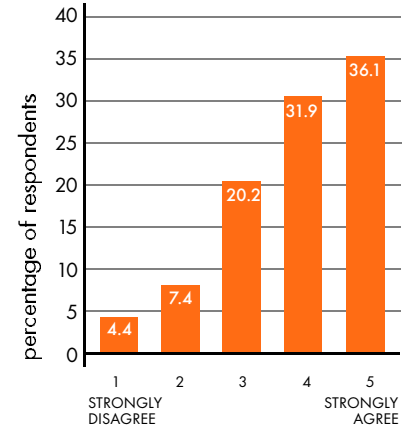
SCHOOL COMMUNITY COUNCILS

In November 2005 the Government of Saskatchewan released its response to the Local Accountability Partnerships Panel and introduced new school-level groups called School Community Councils.

The Association has been active in assisting school divisions in the development of these new groups. In December 2005, the Association contracted for the development of handbooks that would assist school divisions in the creation of School Community Councils. More recently, an additional guidebook has been created to help school boards with the election process of these groups. In February 2006, three facilitators contracted by the Association came together for a day of training. These facilitators are free of charge to school boards wishing to use them in their School Community Council implementation process. In addition, the Association has also developed a web page dedicated to providing promotional materials and other resources for School Community Councils.

The Association, as part of our plan for supporting boards of education in the development of School Community Councils, has facilitated three meetings of SCC Superintendents, with one more planned for November 28th. These meetings allow SCC Superintendents to come together to network and share ideas. The Department of Learning is partnering with the Association to provide support and resources to boards of education in this area.

Electing School Boards is a good way to ensure that the education system is managed to meet the needs of the local communities.



Saskatchewan public opinion poll released March, 2006

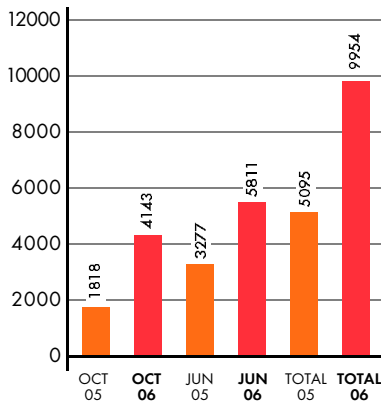


BREAKFAST FOR LEARNING

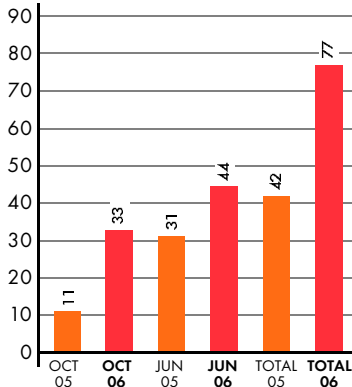
In 2005, the Saskatchewan School Boards Association became the facilitating board for the Breakfast for Learning program in our province. Breakfast for Learning is a national non-profit organization that supports child nutrition as it relates to learning. BFL allocates a Member Development Grant to each province and territory to support this work locally.

SASKATCHEWAN NUTRITION GRANTS PROGRAM

CHILDREN PARTICIPATING



PROGRAMS



The Saskatchewan School Boards Association established the Saskatchewan Nutrition Advisory Council for Kids (SNACK) to advocate for proper child nutrition and to distribute the Breakfast for Learning Nutrition Grants in our province. SNACK is a group of dedicated organizations and individuals who believe that improving child nutrition results in improved educational outcomes for all students. Our members include:

- Saskatchewan School Boards Association
- Saskatchewan Teachers' Federation
- League of Educational Administrators, Directors & Superintendents
- Saskatchewan Association of School Business Officials
- Saskatchewan Association of School Councils
- Canadian Diabetes Association
- Salvation Army
- Breakfast for Learning

As well as dedicated individuals who further represent education and health.

As a result of the Council's work, BFL funded nutrition programs have increased in Saskatchewan by 83% from 2005 to 2006. The number of children participating in these programs almost doubled in the past year to just under 10,000.

In addition to this, SNACK, along with our corporate donor, The Mosaic Company, is issuing an EXTREME MAKEOVER CHALLENGE to all publicly funded Saskatchewan Schools. This Challenge encourages schools to develop and submit action plans for creating a healthier school environment for the 2007-08 school year. Certificates will be awarded to all participating schools in recognition of their efforts to improve student nutrition and health. As well, cash awards will be given to the schools whose action plans are recognized by SNACK as the winning submissions.

Together, we are working towards ensuring that all children in Saskatchewan attend school well nourished and ready to learn.

ADVOCACY SERVICES

COMMUNICATIONS

The Saskatchewan School Boards Association uses a number of tools for internal and external communications. With a wide variety of audiences - board members, senior administrators, MLAs, the media, to name a few - the strategic communications plan details various strategies, tactics and tools to reach those audiences.

The web-based newsletter Directions has been a positive change in our communications. It provides news immediately to a variety of publics, and the ability to be interactive and reference other online resources within the newsletter has been powerful. The Association uses other electronic means of communications, including its website, e-mail Talking Points (a news release for board members), and media releases. The ability to access our various audiences through e-mail databases has also been a powerful addition to the communications arsenal.

Two-way communications with member boards of education has always been a key part of the Association's activities. Board chairs' and directors' forums, seminars, our annual general meeting, and other forums provide Executive and staff the opportunity to interact with members.

A new initiative of the communications department has been the regular meetings of school division communications staff. The Association has provided a discussion forum as well as inservice opportunities for those staff responsible for school division communications.

The Association conducts a public opinion poll every five years. The 2005 poll was conducted in November of 2005, and the results were released in March of 2006. Results of the poll showed strong support for education and for boards of education.

It also showed that the Association's name change in 2003, along with an increased focus on media relations, has resulted in greater public awareness and understanding about the Saskatchewan School Boards Association. In 2000, only 36 per cent of respondents had heard of the SSTA (our former name). In 2005, 73 per cent of respondents had heard of the Saskatchewan School Boards Association.

The 2005 survey used a 5-point scale, so means or averages over 3 are positive. Other highlights of the poll include:

- Parents of school children give favourable to strongly favourable ratings to their schools in areas such as teaching the basics (3.70) and providing artistic (3.34), athletic (3.82) and computer (3.65) opportunities.
- Ratings are strongly positive for boards, in communicating school achievements to the community (3.36), and for teachers, in communicating expectations and progress to students (3.62).



Ardiith Stephanson
Senior Director
Advocacy Services



Andrea Ashton
Communications Officer

“Thanks for getting us organized as a group! I think it's an excellent idea...I think there is real value in getting together and talking about the kinds of things we all deal with on a daily basis.”

The Association's public opinion poll showed Saskatchewan residents are supportive of boards of education, give strongly favourable ratings to schools, and they are aware of the work the Saskatchewan School Boards Association.

Residents also believe boards don't receive enough provincial funding to provide a high quality education, and government should spend less elsewhere to provide a greater share of the costs of education.

- Overall quality of education is rated strongly positive, at 3.66 average - about the same as in 2000.
- Respondents are strongly positive (3.66) about the use their school divisions make of available resources.
- Respondents do not feel school boards have enough funding to fund a high level of education (they give an average negative rating of 2.90).
- Education is seen as a high priority, with respondents strongly favourable (3.64) to spending less elsewhere to provide more for education.
- Using property tax for education is supported by twice as many as oppose it, and receives a favourable overall rating of 3.37.
- Three in four feel the provincial share of education costs should be higher.
- The principle of electing school boards to meet local needs receives a very favourable response (3.88).

The complete poll is available on our website (www.saskschoolboards.ca).

MEDIA RELATIONS

The Association has a strong focus on media relations as one aspect of its communications strategy.

The Association uses the media as one method of reaching the public. Between January and October of 2006, the Association prepared media releases on six issues and held one media conference:

| MEDIA RELEASE TOPIC | # OF MEDIA RESPONSES |
|--|----------------------|
| School divisions take legal action against RMs, February 27 | 5 |
| Boards of education looking for long-term plan (to deal with property tax relief for all property owners), March 3 | 8 |
| Public opinion poll results, March 10 | 2 |
| Provincial budget release, April 6 | 7 |
| Office of the Treaty Commissioner media conference, June 22 | 9 |
| School board election nominations open, September 15 | 4 |
| School board election promotion, October 23 | 1 |

These were examples of proactive media relations. As well, the Association is often called upon by the media to respond to current issues that have an impact on education. An example would be the illegal withholding of property taxes by rural municipalities. The Association prepared a media release to deal with the issue proactively in support of boards, but also received calls on a weekly basis as the media followed the story.

ADVOCACY

The Association continued to be active in 2006 in the coalition for increased education funding. A group of organizations joined together to urge the provincial government to cover at least 60 per cent of the costs of education, relieving the current burden on property taxpayers. A partial victory was celebrated when the government announced targeted relief for agricultural land. At that time the Premier stated that it was his government's goal to reach the 60 per cent funding target for all property classes. We continue to work with the following organizations toward this goal:

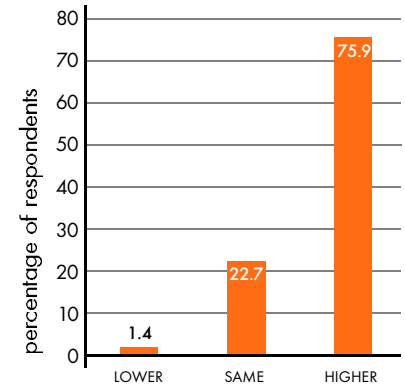
- Provincial Association of Resort Communities of Saskatchewan (PARCS)
- Saskatchewan Association of Rural Municipalities (SARM)
- Saskatchewan Chamber of Commerce
- Saskatchewan Real Estate Association (SREA)
- Saskatchewan Urban Municipalities Association (SUMA)

Another aspect of our advocacy this year has been legislative amendments. These have included changes to deal with illegal actions of some rural municipalities (see the "Government Relations" section below), legislation and regulations dealing with the implementation of School Community Councils, and legislation on the formation of separate school divisions. The Association plays various roles in the drafting of legislation, from providing the suggested amendments, to being part of a working group to draft recommendations, to commenting on specific legislation.

The Association provided analysis of implications for school boards, commentary and recommendations, and in some cases, provided representation on working committees, on the following legislative and regulatory changes in 2006:

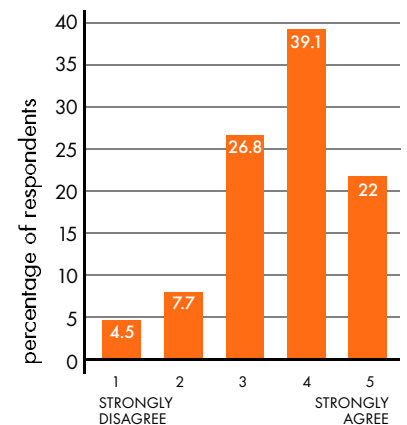
- The Education Amendment Act, 2006
- The Education Amendment Act, 2006 (No. 2)
- Proposed amendments to The Education Act, 1995
- Proposed amendments to The Education Regulations, 1986
- The Assessment Management Agency Amendment Act, 2006
- The Cities Amendment Act, 2006
- The Local Government Election Amendment Act, 2006
- The Local Government Election Regulations, 2006
- The Limitations Amendment Act, 2006
- The Municipalities Amendment Act, 2006
- The Miscellaneous Statutes (Municipal Collection of Other Taxes) Amendment Act, 2006
- The Teachers' Federation Act, 2006
- Proposed amendments to The Social Workers Act
- Proposed amendments to The Saskatchewan Association of School Business Officials Act, 2004
- The Planning and Development Act, 2006
- Proposed amendments to The Teacher Certification and Classification Regulations, 2002

The actual school cost share is about 60% from property taxes and about 40% from government grants. Assuming that education property taxes are kept in place, do you think the provincial government's share should be higher, lower or the same?



Saskatchewan public opinion poll released March, 2006

School Boards make effective use of the resources available to them.



Saskatchewan public opinion poll released March, 2006

“The strengths and concerns of school divisions (presented to MLAs at the board chairs’ and directors’ forum) were very good.”

The Association prepared submissions to government with respect to the following reviews by government for possible legislative change:

- The Municipality Liability Review
- Committee of Review of The Workers’ Compensation Act, 1979
- Designation of “sprinkler system installers” as a compulsory apprenticeship trade under The Apprenticeship and Trade Certification Regulations, 2003

The Association reviewed bylaw amendments of the following Associations required to be tabled before the Legislative Assembly:

- Saskatchewan Association of School Business Officials
- Saskatchewan College of Psychologists
- Saskatchewan Association of Speech-Language Pathologists and Audiologists

The Association continues to work closely with education partners LEADS, SASBO and the STF on many initiatives.

Committees are another large piece of the advocacy work on behalf of boards of education. Association staff, Executive members and board of education members are involved in many government and education-related committees. (See end of Advocacy section for full list of committees.)

GOVERNMENT RELATIONS

The Association’s government relations strategy includes regular meetings with key government and opposition Members of the Legislative Assembly. The Association’s provincial Executive meets with the Minister of Learning twice a year and with the Opposition Learning Critic once a year. As well, the President meets with those individuals on specific issues.

In 2006, the Association also met with the Premier, the Minister of Government Relations and the Minister of Learning about the illegal actions of some rural municipalities that withheld property tax from school divisions. Those meetings resulted in a working group that drafted legislative amendments to deal with such actions.

The working group included government officials, the Association, municipal government associations, administrators’ associations and our education partners LEADS and SASBO.

The Association also held meetings with Cabinet Ministers from Departments that have linkages with K-12 education, such as the Minister of Health.

A new initiative in 2006 was a breakfast meeting with government Members of the Legislative Assembly held during a board chairs'/directors' forum. The Association did a brief presentation for the MLAs. Board chairs and directors then had the opportunity for informal conversations with MLAs. The meeting received a positive response from the MLAs and the Association plans to conduct it again in 2007. The Association continues to attempt to arrange a similar meeting with Opposition MLAs.

Throughout 2006, the Association had the opportunity to meet with various Members of the Legislative Assembly and discuss issues on behalf of boards of education in Saskatchewan.

GOVERNANCE SERVICES

The past year included changes to the way the Association is governed. At the 2005 Convention, members voted to change the Executive structure. A nine-person Executive governs the Association and consists of the following representatives:

- President
- Vice-President
- Aboriginal constituency representative
- Catholic constituency representative
- Urban Public constituency representative
- Conseil Scolaire Fransaskois constituency representative
- Southern constituency representative
- Central constituency representative
- Northern constituency representative

Over the year, boards also discussed the linkages between the Executive and its member boards. Regular forums were held that brought together board chairs and directors of education as a form of two-way communications between boards and the Association. The annual general meeting and Convention, and our annual spring seminar are other means for members to provide guidance to the Association Executive.

The following list represents the MLAs that the Association has met with one or more times in 2006.

Government

- *Hon. Lorne Calvert*
- *Joanne Crofford*
- *Doreen Hamilton*
- *Ron Harper*
- *Hon. Deb Higgins*
- *Hon. Warren McCall*
- *Hon. Clay Serby*
- *Hon. Len Taylor*
- *Hon. Harry Van Mulligen*
- *Kevin Yates*

Official Opposition

- *Denis Allchurch*
- *Ken Cheveldayoff*
- *Michael Chisholm*
- *Wayne Elhard*
- *Rod Gantefoer*
- *Donna Harpauer*
- *Ken Krawetz*
- *Don McMorris*
- *Don Morgan*
- *Don Toth*
- *Milton Wakefield*

WEBSITE FOR STUDENT ACHIEVEMENT

The Association, with the support of the Department of Learning, is working on a project that will provide member boards with the software for their respective websites to report various student achievement results to their publics.

The intention would be to allow reporting of both Provincial Assessment for Learning data and school division-specific results. Boards of education and School Community Councils would also be able to make school improvement decisions based on achievement results reported to their publics.

The Association is facilitating this project using a reference committee consisting of five school divisions who will participate as models for this project. Department of Learning officials are also involved to ensure linkage with Continuous Improvement Framework principles and desired results. The school divisions who have thus far agreed to participate are as follows:

- Chinook School Division
- Prairie Spirit School Division
- Saskatoon Public School Division
- Regina RCSSD

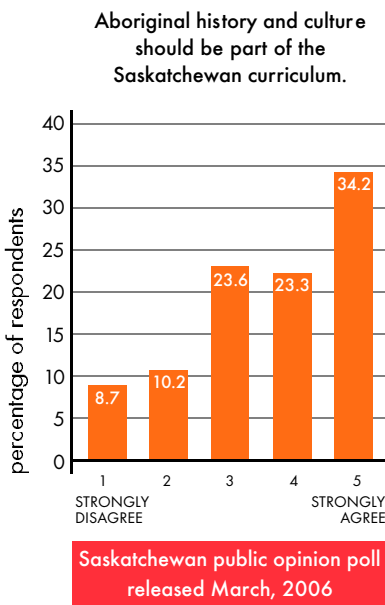
Work is to be done over the school year with the goal of sharing the five options, the technology and the website design by November of 2007.

ABORIGINAL EMPLOYMENT DEVELOPMENT PROGRAM

The Association has been in discussions with the Departments of Learning and First Nations and Metis Relations with respect to establishing an Aboriginal Employment Development Program for school divisions in Saskatchewan. The goals are to:

- provide students with a school environment that is reflective of the Saskatchewan population
- create a more representative workforce among the 20,000 teachers and support staff in school divisions
- provide boards of education and their senior staff with policy support
- provide boards of education and their staff with in-services to ensure a receptive workplace environment
- increase opportunities for aboriginal people by raising the profile of career opportunities in education
- work with post-secondary institutions, thereby increasing training and educational opportunities for aboriginal people
- provide a greater number of qualified candidates for school divisions

This proposal is currently being examined by the Departments of Learning and First Nations and Metis Relations and a decision is expected before the end of 2006.



COMMITTEES

Below is a list of government and education related committees involving Saskatchewan School Boards Association staff, executive and board of education members.

HUMAN RESOURCES COMMITTEES

- Provincial Bargaining Committee
- Article 7 Committee
- Board of Teacher Education and Certification
- Teacher Classification Board
- Educational Relations Board
- Principals' Short Course
- Saskatchewan Council of Educational Administrators
- Good Practises and Dispute Resolution Inter Agency Committee
- Municipal Employees Pension Commission
- Saskatchewan Labour Force Development Board (SLFDB)
- SLFDB - Education & Training Providers' Reference Group
- SIAST Teacher Aide Program
- Women in Leadership and LEADS
- Teacher Aides Committee
- Prior Learning + Assessment Recognition Committee
- Working Group on Suspensions and Cancellations of Teaching Certificates

PROGRAM COMMITTEES

- Aboriginal Education Program Advisory Committee
- Northern Teacher Education
- Accreditation Review Committee
- Access Copyright Advisory Committee
- Education Equity Forum
- Implementation Co-ordinating Committee on the Recruitment and Retention of School Based Administrators
- Senior Science Reference Committee
- Cree Language Curriculum Advisory Committee

SCHOOLPLUS COMMITTEES

- Strengthening Educational Capacity Forum
- SchoolPlus Institute Consortium Board of Directors
- SchoolPlus Staff Pre-Service Committee
- SchoolPlus Staff Inservice Committee
- Youth and Community Leadership
- Saskatchewan Council on Children and Youth
- SchoolPlus Congress Committee
- SchoolPlus Research and Development Unit Committee

TECHNOLOGY COMMITTEES

- Educational Technology Consortium
- Information & Communications Technology
- E - Learning Advisory Committee
- E - Business Advisory Committee
- Industry Canada School Net Advisory
- Information Communications Technology Advisory Committee
- Community Net Advisory Committee
- E-Learning Legislation and Policy Committee
- Staff Development Committee

INTER AGENCY COMMITTEES

- Inter Agency Committee
- Home Based Education Review Board
- Independent Schools Review Board
- Multi Type Library Board
- Saskatchewan Professional Development Unit
- Saskatchewan Safety Council
- Stirling McDowell Foundation
- Sask. High School Athletics Association
- Saskatchewan Chamber of Commerce Education Committee
- Saskatchewan Chamber of Commerce Human Resource Committee
- Education Week Committee
- Curriculum and Instruction Advisory Committee
- Computers to Schools Saskatchewan
- LEADS Discipline Committee
- Youth Justice Education Partnership
- Association School Program Forum
- Regulation “20” Committee
- Provincial Advisory Committee

SASKATCHEWAN ASSESSMENT MANAGEMENT AGENCY

- SAMA Board of Directors
- SAMA Rural Advisory Committee
- SAMA Urban Advisory Committee
- SAMA Cities Advisory Committee
- SAMA Legal and Legislative Committee
- SAMA Technical Advisory Committee

UNIVERSITY RELATIONSHIP COMMITTEES

- University of Regina Joint Field Experience Committee
- University of Saskatchewan Practicum Advisory Committee
- University of Regina Senate
- University of Saskatchewan Senate
- University of Regina Program Advisory Committee
- Saskatchewan Educational Leadership Unit
- Saskatchewan Instructional Development and Research Unit
- Rural Education Conference (Rural Congress)
- U of R Baccalaureate en Education

RESTRUCTURING COMMITTEES

- Restructuring Co-ordinating Committee
- Governance and Legislation Committee
- Finance and Administration Issues Committee
- Communications Committee
- School Division Operations and Organization Committee
- Community Partnerships and Local Accountability Committee
- FOG External Reference Committee

ASSOCIATION INTERNAL COMMITTEES

- Resolutions and Policy Development Committee
- CSBA Executive
- Board Learning Centre
- Respectful Workplace Committee

EDUCATION SERVICES

BOARD DEVELOPMENT

Board development is organized by the Saskatchewan School Boards Association to ensure boards of education have access to programs and assistance to strengthen school board governance.

Association board development includes facilitation of board planning retreats, presentations at provincial assemblies and resources, including 18 modules that define and provide frameworks for key aspects of effective school board governance.

Eighteen boards of education invested time to work with an Association facilitator in a retreat to develop governing policies, conduct the performance review or develop the strategic plan. The Association also developed new resources for boards of education to use for monitoring and performance reviews.

The March Spring Assembly had an attendance of 222 people, including approximately 11 representatives of First Nations Education Authorities. Event evaluations were very positive, especially for Keynote Glenn Tecker's presentation regarding strategic knowledge based governance.

A schedule of events for 2006 to 2007 was distributed to boards of education in September 2006.

BOARD POLICY SUPPORT

The Association has established a framework for effective board governance policies (2002 Research Report) and Operational Policies and Procedures (2005 Research Report).

Fourteen boards of education in Saskatchewan have invested time to work with an Association facilitator to establish the suggested strategic board governance policies found in the 2002 report. Ten of these boards were involved in the recent restructuring and three others have also opted into the program.

Seven boards of education have worked with an Association facilitator to establish their Operational Policies and Procedures.

In 2006-2007, policy support for boards of education is expected to continue and extend to the majority of Saskatchewan boards of education.



Barry Bashutski
Senior Director
Education Services

Boards of education who have worked to adopt the Association's strategic policy governance program:

- *Christ the Teacher*
- *Chinook*
- *D.S. Francophone*
- *Horizon*
- *Holy Family RCSSD*
- *Holy Trinity RCSSD*
- *North East*
- *Northwest*
- *North West RCSSD*
- *Prairie South*
- *Prairie Valley*
- *Prairie Spirit*
- *Southeast Cornerstone*
- *Sun West*

Boards of education who have invested time to another policy governance approach:

- *Good Spirit*
- *Saskatoon*

The following boards of education have worked with the Association to establish their Operational Policies and Procedures:

- *Chinook*
- *North East*
- *North West RCSSD*
- *Prairie South*
- *Prairie Valley*
- *Prairie Spirit*
- *Sun West*

Board member participation in training events has far exceeded expectations based on previous experiences.

Saskatchewan school boards continue to be recognized for their ongoing leadership in support of shared research and development.

RESEARCH AND DEVELOPMENT

Boards of education contribute to the Research and Development Fund to provide support for research of educational issues and for development projects to ensure informed decision-making by Saskatchewan boards of education and the Saskatchewan School Boards Association.

Funding support was provided for a number of research and development projects in 2006. The following projects have been initiated in 2006 to support boards of education:

- Development of advisory handbooks regarding First Nations and Métis Education
- The review and updating of Association resource materials regarding the Foundation Operating Grant and the fiscal year within the context of recent restructuring.
- Development of advisory handbooks regarding First Nations and Métis Education.
- Development of a resource handbook regarding the development of a facility plan.
- Supporting a school division in developing a resource for boards of education regarding effective practice for students with English as a Second Language.
- Examination and documentation of experiences with school division restructuring.
- Development of a framework to assist boards of education in communicating student achievement results.

Research and development information is communicated on the Association website and used in workshops with boards of education.

PUBLIC ENGAGEMENT

The Association works to maintain public support for Saskatchewan schools. In 2006, the Association entered into an agreement with Saskatchewan Learning to develop resources and provide in-service support regarding the establishment of school community councils. Support for School Community Councils is established within the context of the mission and strategic ends of the Association. Shirley Gange, Gary Shaddock, and Georgia Joorisity were engaged as facilitators and Craig Melvin and Robin Endsinn were engaged as researcher writers.

CORPORATE SERVICES

EMPLOYEE RELATIONS

The Employee Relations Team provides member boards of the Saskatchewan School Boards Association with a full range of Human Resource services. Our services are enhanced by partnering with our Legal Services and Employee Benefits teams.

GENERAL INQUIRIES

Employee Relations Consultants continue to respond to a large volume of inquiries from administrators in school divisions. In a typical month in 2006, staff had 135 direct service contacts with 20 of the boards of education. Over the year, inquiries have been received from administrators in virtually all of the school divisions.

These day-to-day inquiries include matters such as:

- Employee performance issues
- Interpreting collective agreements
- Employee grievances
- Staff deployment and layoff
- Staff recruitment and selection
- HR policy interpretation

DIRECT SERVICES TO BOARDS IN FIRST 3/4 OF 2006

| Month | No. of boards served | No. of contacts |
|-----------|----------------------|-----------------|
| January | 23 | 137 |
| February | 19 | 116 |
| March | 21 | 139 |
| April | 20 | 109 |
| May | 24 | 163 |
| June | 21 | 121 |
| July | 10 | 38 |
| August | 18 | 67 |
| September | 22 | 124 |

Of particular interest this year has been the application and the evolution of standardized Board policy in the restructured divisions. Employee Relations has also assisted in larger tasks facing divisions, such as the development of new job descriptions for all staff.



Rory Griffith
Employee Relations
Consultant



Robin McKenzie
Employee Relations
Consultant



Christopher Schwan
Policy Analyst

Greg Deren
Director
Left Association in
November 2006

Lena McAlinden
Employee Relations
Consultant
Left Association in
May 2006



The ER Department offers ongoing centralized professional development events. In addition, they developed a workshop entitled “Performance Management of School Support Staff” and will be developing additional HR modules for delivery in 2007

ER Staff have presented to board members, senior administrators, as well as other educational partners including SASBO and LEADS on issues of collective bargaining in school divisions

RESTRUCTURING

Significant human resource issues arising out of restructuring have presented many challenges to boards of education and the Employee Relations Department in 2006. Employee Relations Consultants continue to assist boards in meeting these many challenges.

UNION CERTIFICATION

A special challenge for boards of education and for the Employee Relations department has been the issue of union certification for support staff in restructured boards. There are seven union certification applications before the Labour Relations Board in the new divisions for what is known as an “amended order”. Certification orders define which employee groups are included in collective agreements. In most cases the union is asking that previously non-unionized groups become unionized without their consent (known as “sweeping in”). Teamed with Legal Services staff, Employee Relations Consultants have been advising and supporting boards of education in responding to these applications.

COLLECTIVE BARGAINING

While collective bargaining continues to be a key focus of the department, the level of the department’s activity in this area changed in 2006. Negotiation of successor agreements for support staff in the new, larger divisions has, for the most part, not started. This is primarily due to the extensive preparation needed before bargaining commences. Several collective bargaining agreements were concluded in the last few weeks of 2005 in anticipation of restructuring.

Department staff nevertheless played a substantial role at nine support staff bargaining tables either recently concluded or currently underway. For example, Employee Relations has been assisting at one bargaining table where four bargaining agreements from legacy divisions in a restructured division are coming together into one new agreement. A growing trend is providing support to boards of education with local teacher agreements. There are a total of six divisions to date.

PROFESSIONAL DEVELOPMENT

Centralized

In response to input from Board staff, the ER Department initiated networking and professional development events to enhance the human resource management capacity of boards of education. Three two-day seminars took place in 2006 with two more planned in 2006. The November seminar will focus on HR planning and school staffing levels as well as developing job descriptions, which are topics of particular interest to the restructured school divisions. Four more seminars are planned for early 2007.

On-Site

In addition to centralized seminars, ER developed a workshop titled "Performance Management of School Support Staff" that was delivered to Principals and Senior Administrators at a school division's board office. This interactive session was very well received. In anticipation of increased demand for such targeted learning opportunities, the ER staff are developing additional HR modules for delivery in 2007.

STAKEHOLDER PRESENTATIONS

Employee Relations staff have taken opportunities to address board members and senior administrators. Examples include presentations at the LEADS conference in the spring and the SASBO conference in the fall. In June, department staff spoke to board chairs and directors of education about issues around collective bargaining in the school divisions. They were joined by representatives of the Employee Relations departments of the Manitoba and Alberta associations for a full day of discussions around labour relations issues.

FUTURE DIRECTION

Consultants in the Employee Relations Department continue to prepare to assist with the challenges in bargaining successor agreements, to enhance our ability to offer advice and information across a full range of human resource management questions, and to present timely and needed information that will increase the HR capacity of boards and their administrators. One of the initiatives taken towards this end is an HR bulletin board system that was piloted in 2006 with further enhancements planned.

Employee relations will continue to meet the challenge of increasing the HR capacity of boards and their administrators.

The ER Department had over 1100 direct service contacts with school divisions from January to October



Dave Jackson
Director



Leona Baun
Supervisor of Benefits



Leslie Donsberger
Benefits Administrator



Chris Pefford
Benefits Administrator



Carol McKay-Lawrence
Disability Management
Coordinator

EMPLOYEE BENEFITS

The Saskatchewan School Boards Association Employee Benefits Plan is available to all permanent non-teaching employees and to trustees of member boards. The Plan's group insurance division offers a full range of survivor, disability and health benefits to member school boards, their employees, and their families across Saskatchewan. The products have been customized over the years to fit the special needs of school boards. The benefits plan is sponsored through the Saskatchewan School Boards Association, which is also the third-party administrator and the policyholder responsible for the management of the self-administered plan on behalf of participating member school boards.

RESTRUCTURING 2006

School board restructuring affected many of the province's school divisions and changed the geography and demographics of the participating groups. The department has been working with affected school divisions to assist them in consolidation of all the inherited benefit plans. To date we have worked closely with seven of the restructured school divisions to assist them with options available and associated costs or savings to the plan. The divisions include: Good Spirit, South East Cornerstone, Prairie Valley, Chinook, Northwest, Living Sky, and Prairie Spirit. This opportunity is available for any school division upon request.

CHANGES TO THE BENEFITS PLAN

Another consolidation that we reported on last year occurred in the insurance market as Maritime Life was purchased by Manulife Financial. The Employee Benefits Department capitalized on insurance market consolidation, moving away from its former insurance carrier (Maritime Life) to a restructured financial underwriting arrangement with Manulife Financial. The consolidation of health, vision and dental,

ASO Monthly Balance of Revenue versus Claims

2005 - 06

| Month | Extended Health | | | Dental | | | Total | |
|---------|-----------------|-------------|-------|-------------|-------------|-------|-------------|-------------|
| | Deposits | Claims | Ratio | Deposits | Claims | Ratio | Deposits | Claims |
| May 05 | \$191,381 | \$200,140 | 105% | \$218,625 | \$155,999 | 71% | \$410,006 | \$356,139 |
| June 05 | \$190,882 | \$191,265 | 100% | \$217,975 | \$250,867 | 115% | \$408,857 | \$442,132 |
| July 05 | \$0 | \$162,944 | 0% | \$202 | \$155,045 | 0% | \$202 | \$317,989 |
| Aug 05 | \$0 | \$162,252 | 0% | \$202 | \$176,999 | 0% | \$202 | \$339,251 |
| Sept 05 | \$190,854 | \$168,507 | 88% | \$214,843 | \$162,933 | 76% | \$405,697 | \$331,440 |
| Oct 05 | \$194,434 | \$167,380 | 86% | \$217,929 | \$170,706 | 78% | \$412,363 | \$338,086 |
| Nov 05 | \$198,865 | \$181,772 | 91% | \$221,623 | \$172,703 | 78% | \$420,488 | \$354,475 |
| Dec 05 | \$750,787 | \$193,087 | 26% | \$774,556 | \$187,873 | 24% | \$1,525,343 | \$380,960 |
| Jan 06 | \$203,552 | \$216,123 | 106% | \$225,628 | \$186,975 | 83% | \$429,180 | \$403,098 |
| Feb 06 | \$208,464 | \$198,710 | 95% | \$229,459 | \$177,409 | 77% | \$437,923 | \$376,119 |
| Mar 06 | \$209,687 | \$232,883 | 111% | \$229,782 | \$201,730 | 88% | \$439,469 | \$434,613 |
| Apr 06 | \$210,875 | \$187,901 | 89% | \$231,988 | \$207,080 | 89% | \$442,863 | \$394,981 |
| May 06 | \$211,827 | \$308,244 | 146% | \$232,863 | \$218,893 | 94% | \$444,690 | \$527,137 |
| June 06 | \$210,288 | \$194,541 | 93% | \$230,755 | \$223,118 | 97% | \$441,043 | \$417,659 |
| Total | \$2,971,896 | \$2,765,749 | 93% | \$3,246,430 | \$2,648,330 | 82% | \$6,218,326 | \$5,414,079 |

LTD, Life, and AD&D and the transition from “Fully Insured” to “Administrative Services Only” (ASO) on the health, vision, and dental benefits resulted in a significant reduction in premium rates and a transfer of the financial risk to the Employee Benefits Plan. By converting to an ASO plan the insurance company is paid to administer the claims and the funding is entirely self-directed. This results in lower premiums as the insurance component is eliminated.

STRATEGIC DIRECTION

The department has been working diligently to enhance coverage and streamline the administration of the Employee Benefits Plan. There has been a strategic transformation of the benefit plan to a preventative and proactive approach of wellness and healthy living. The coverage is aimed at providing more benefits for preventative services and limits on restorative processes. Cost containment mechanisms have been developed to ensure legitimacy and accuracy of claims payment and pooling limits over the entire plan in the event of catastrophic loss. We are also working with Manulife Financial on the publication of the employee insurance booklets in electronic format that will be available online. All of this activity is in an effort to keep the aggregate premium rates of the plan under control.

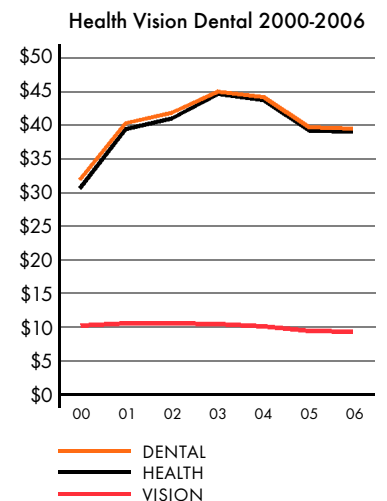
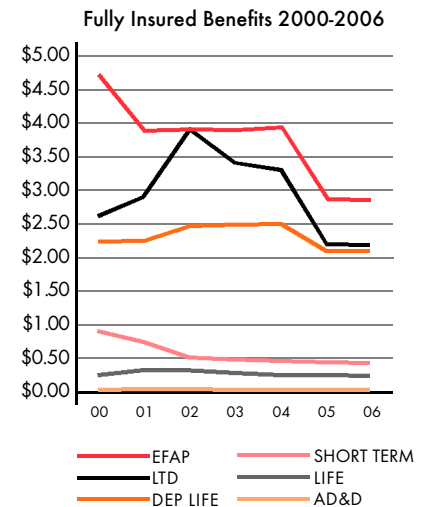
The health, vision and dental benefits have been collapsed and averaged to be representative on this graph. As you can see the health and dental benefits have almost returned to the year 2000 level after spiking in 2003. The movement to an ASO agreement with the insurance carrier ensures that the premium levels will be in direct correlation to the utilization that the members experience.

The fully insured benefits include the group life insurance, accidental death & dismemberment, long-term disability, employee family assistance plan, dependent life insurance, and short-term disability. The insurance carrier continues to carry the risk associated with these benefit lines, however as a result of our 2005 consolidation to one insurance carrier, the plan is enjoying the lowest premium rates in all of these benefit lines since prior to 1998.

DISABILITY MANAGEMENT

Disability Management Coordinator Carol McKay-Lawrence is responsible for the development and rollout of a Reference Guide related to early intervention and return to work programs that were piloted in three school divisions beginning in November 2005. These school divisions are: Prairie Valley (six schools), South East Cornerstone (four schools) and Holy Trinity Catholic (five schools). The pilot project was completed at the end of June 2006. With the feedback presented, revisions were made to the reference guide and the program is now ready to roll out to all interested member school divisions. All three pilot school divisions have requested that the remaining schools in their division be trained and that process is currently underway. Other school divisions have been contacted including Northern Lights, Prairie South and North East who are interested in learning more about the program.

Disability Management Coordinator Carol McKay-Lawrence is responsible for the development and rollout of a Reference Guide related to early intervention and return to work programs that were piloted in three school divisions beginning in November 2005.



Customized in-service sessions have been, and continue to be, conducted across the province at the request of individual school divisions.

A second pilot program called “No Child Without” sponsored by the Canadian MedicAlert Foundation was introduced into Saskatchewan in June 2006. This is a program developed to ensure children across Canada from Kindergarten to Grade 8 with medical conditions, allergies or special needs are protected by the Canadian MedicAlert Foundation. Ten schools within four school divisions (Regina Public, Regina Catholic, Prairie Valley and Division Scolaire Francophone) were provided with the program for all appropriate students. It is hopeful that more school divisions will be provided with this program as funding becomes available.

ANNUAL SEMINAR AND IN-SERVICES

The Employee Benefits Department held a Group Benefits Seminar in May 2006 which allowed us the opportunity to present all the changes that have occurred since April 2004. We are working toward this year’s seminar becoming an annual general meeting as well as an information sharing session. Customized in-service sessions have been, and continue to be, conducted across the province at the request of individual school divisions. To date, customized in-services have been conducted for Southeast Cornerstone -Oxbow, Living Sky-Biggar, Lloydminster Public, SASBO, SunWest-Rosetown, Saskatchewan Rivers, Chinook-Swift Current, Leader, Maple Creek and Shaunavon.

INDEPENDENT STUDIES

In May of this year the department conducted a third party study of the Employee Benefits Plan compared to three large urban school divisions that do not participate in this plan. We are happy to report that all requested parties to the study agreed to participate and share the necessary information with the consultant to conduct a proper comparison. This study gave us the opportunity to compare the coverage and rates of the Saskatchewan School Boards Association benefit plan with those that are not participating. Further follow up and discussion of the findings will take place with the participants in the months to come.

In June the department conducted a third party study of the financial reserves of the Employee Benefits Plan. The transition to an ASO plan on the health and dental coverage has added increased financial responsibility to the membership, and the appropriate types and levels of reserves needed to be determined. This project is currently in progress.

In May of this year the department conducted a third party study of the Employee Benefits Plan compared to three large urban school divisions that do not participate in this plan. Further follow up and discussion of the findings will take place with the participants in the months to come.

INSURANCE & RISK MANAGEMENT

The General Insurance Plan provides property and liability insurance for all member school boards. The Plan also includes the management of a number of self-funded loss pools for buildings and contents, general liability, sexual molestation and abuse, and air quality claims.

In 2006 the Insurance Department dealt with a number of coverage and risk related matters during this reporting period. Issues included the changes to interpretation of the Workers' Compensation Act and coverage for one-day work placement programs otherwise known as Take Our Kids To Work Day, the use of 15 passenger vans, and the new inspection regulations for school bus drivers.



Dave Jackson
Director

PREMIUM FORECAST

A large component of the Insurance Department's responsibility is to market the insurance coverage and premium rates annually for the upcoming contract year. The general trends that are being recognized currently in the Canadian insurance market suggest that the property premiums will remain relatively constant and a slight increase in the liability/casualty insurance. This is being driven primarily by an increase in litigation against public entities for bodily injury caused by the negligence of property owners.

STAKEHOLDER RELATIONSHIPS

Meetings continue to take place this year with insurance and legal representatives involved in defending school board claims. Last year we reported that meetings were taking place and the purpose of these meetings was to better coordinate the information and paper flow of claims that result in litigation. The lawyers representing school boards have been asked to copy the Insurance Department on the status of all cases and confirm their intentions with this office prior to settlement options being discussed. In 2006 the Insurance Department successfully negotiated the settlement and closure of three liability cases from 2004 and two from 2005.

| General Liability Claims Settled in 2006 | | | |
|--|-------------|---------------|----------------------|
| Year | # of Claims | Cause of Loss | Total Claims Payment |
| 2001 | 3 | Slip & Fall | \$18,201.90 |
| 2002 | 1 | Eye injury | \$6,328.55 |
| 2002 | 2 | Slip & Fall | \$11,815.40 |
| 2003 | 2 | Bodily Injury | \$12,811.78 |
| 2004 | 2 | Slip & Fall | \$45,000.00 |
| 2004 | 1 | Bodily Injury | \$2,640.00 |
| 2004 | 1 | Suicide | \$4,891.40 |
| 2005 | 1 | Head injury | \$6,600.00 |
| 2005 | 1 | Slip & Fall | \$5770.00 |

In an attempt to become proactive in the areas of insurance and risk management the Saskatchewan School Boards Association, in cooperation with Marsh Canada, is developing a Risk Management Manual targeted for school division facility managers and maintenance personnel.

RISK MANAGEMENT & LOSS PREVENTION

Risk Management and Loss Prevention programs are developing rapidly throughout the business world. The concept of risk management was once considered insurance related and is now moving into corporate senior management levels. The development of Enterprise Risk Management models are being applied to all business related functions including accounting, purchasing, budgeting, staffing, and operations. The rationale is to develop loss prevention programs that minimize the risk potential to the organization for catastrophic loss of any kind.

In an attempt to become proactive in the areas of insurance and risk management the Saskatchewan School Boards Association, in cooperation with Marsh Canada, is developing a Risk Management Manual targeted for school division facility managers and maintenance personnel. It is intended to re-assess and ensure that all duties and responsibilities are identified and dedicated resources in the areas of insurance and risk management are available to keep teachers and students safe, healthy and happy in their learning environment.

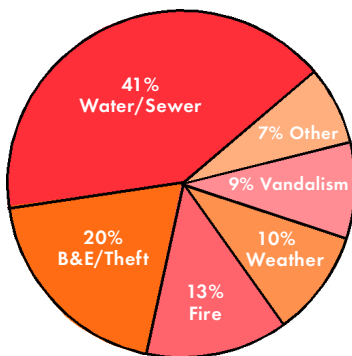
CLAIMS EXPERIENCE AND CLAIMS MANAGEMENT

The Insurance Department is in the process of developing a number of comprehensive check-lists for schools to utilize in the maintenance and operation of their schools. With an increase in litigation on liability claims and human intervention on property claims, it is very helpful in the mitigation of these cases that consistent policies and procedures are available for school divisions. For example, schools in Saskatchewan are prime locations for slip and fall injuries during the winter months. It is becoming more common for individuals who incur an injury as a result of such a fall to bring a claim against the school and the school board. It is very helpful in legal proceeding for the school board representative to be able to produce a chronological log of activities related to shoveling and de-icing or other maintenance activities that will dismiss the claim of negligence.

The Insurance Department is continually exploring opportunities to reduce the risk and exposure of schools and school divisions wherever possible. The accomplishments during this period are reflective of the effort to manage as well as mitigate the number of claims and the costs associated with them. Daily enquiries related to liability insurance, transportation safety, membership, and government regulations are managed on a first come, first served basis.

In June the department conducted a third party study of the financial reserves of all the self funded insurance pools. We are developing a policy that this study be completed over a five year cycle to ensure the type and level of reserves are appropriate to meet the needs of our plan and our membership.

**Property Claims Paid
2003-2006**



LEGAL SERVICES

DIRECT SERVICES

Legal Services responds to board-specific requests for legal advice and representation in a broad range of legal matters, including labour and employment, human rights, contract, and administrative law. Legal Services provides a team of lawyers experienced in the practice of law in the public education sector, and in particular, experienced in the unique aspects of the application of certain areas of law to boards of education, their staff and students.

Use of legal services by boards of education from January to October, 2006 is shown below:

| MONTH | BOARDS SERVED EACH MONTH | BOARDS SERVED 3 OR MORE TIMES IN THE MONTH |
|-----------|--------------------------|--|
| January | 25 Boards | 6 Boards |
| February | 27 Boards | 23 Boards |
| March | 26 Boards | 14 Boards |
| April | 23 Boards | 18 Boards |
| May | 25 Boards | 19 Boards |
| June | 25 Boards | 14 Boards |
| July | 23 Boards | 10 Boards |
| August | 22 Boards | 14 Boards |
| September | 24 Boards | 13 Boards |
| October | 26 Boards | 25 Boards |

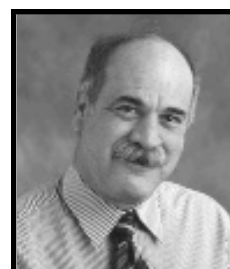
In 2006, all boards of education faced new challenges arising out of Government's major restructuring of the public education system, including the introduction of a new local engagement model, School Community Councils.

Funding continues to be an issue in education and the issue is also manifested in the legal arena. Many rural municipalities staged a "Tax Revolt" in the first part of 2006 by refusing to remit to boards of education the school portion of the property taxes that those rural municipalities collected. The Association's legal team provided specific legal assistance to four boards of education in respect of 52 rural municipalities, which were withholding school taxes. Legal action was commenced against 17 of those rural municipalities.

Designation of taxes to school divisions by property owners contrary to law continues to be a concern across the province. Some boards of education sought legal assistance in preparing information to taxpayers in its school divisions or by formally appealing the designation of taxes in a specific case. Leave to appeal to the Court of Appeal has been granted to a board of education with regard to the power of a board of revision to correct an improper designation of taxes when evidence of the error arises after the expiration of the period for examination of the assessment role.



Bonnie Ozirny
Director



James R. McLellan
Solicitor



Geraldine Knudsen
Solicitor



Krista Lenius
Administrative Assistant

Geoffrey Cochrane
Solicitor
Left Association
in January 2006

When rural municipalities staged a “Tax Revolt” in 2006 the Association’s legal team provided legal assistance to four boards of education in respect of 52 rural municipalities that were withholding taxes.

An increase in requests for legal review and advice has resulted from restructuring and from the many boards moving towards a strategic policy governance style.

Another major area of Legal Services provided in 2006 relates to matters arising out of restructuring of school divisions and labour and employment matters, such as drafting new employment contracts and reconciliation and application of varying policies of pre-amalgamation boards in the newly restructured board of education. An increase in requests for legal review and advice on board policies has not only resulted from restructuring, but also from many boards which have moved toward a strategic policy governance style.

Legal Services has worked with Employee Relations on a number of certification applications with respect to non-teaching staff, with a lawyer provided to represent the board of education in hearings before the Labour Relations Board. Legal Services currently represents seven restructured boards of education in certification applications. As of October, 2006, the Labour Relations Board has heard evidence on one of the applications in which legal services acts, with the legal argument portion of the case scheduled for early 2007.

Legal Services also works closely with Employee Relations regarding interpretation and application of collective bargaining agreements, and provides advice directly to boards of education as requested.

Legal Services represented boards of education with respect to seven Boards of Reference requested by teachers, but none proceeded to a hearing. Requests for advice on privacy issues, regarding both students and staff, and access to information continue to increase in 2006.

Association lawyers also take a pro-active role in supporting boards of education and their administrators. Legal Services presented an Administrators’ In-service on teacher redundancy in May, 2006, and on school closure and teacher performance in September, 2006. Lawyers also assisted in other in-services provided by other Association work areas, such as Human Resources and Communications. Lawyers also make presentations to board administration teams on request.

Two Human Rights tribunal decisions of note, in which boards of education were successful, occurred in 2006. One case involves consideration of the duty of a board of education to accommodate the needs of a student with a severe intellectual disability. The appeal of this case will occur sometime in early 2007.

The second case concerns what accommodations an employer must make to enable a parent to fulfill parental obligations. In this case, the Board of Inquiry determined that an employer was not obliged to give an educational assistant an unpaid leave to accompany her son to a hockey tournament, even though the son was a juvenile diabetic and arguably needed his mother to administer medication.

LEGAL COUNSEL TO ASSOCIATION

The Director of Legal Services also serves as general counsel to the Association on matters of provincial interest such as provincial collective bargaining issues and providing legal counsel to the Executive, Executive Director and the other Association work areas. The Director often draws on the assistance of the solicitors in carrying out this function.

In 2006, the Association Executive moved fully to policy governance. The Director of Legal Services conducted a comprehensive legal review of the Executive's governance policies, and advises the Executive Director in revision and preparation of the Association's operational policies. The Director is also the staff advisor to the Resolutions and Policy Development Committee, a committee of the Executive. In addition to providing legal advice to the Committee on issues related to Association renewal, the Director has advised the Committee in its review and recommendations for policy statements on Employee Benefits Plan and Insurance Plan reserves.

Some of the other matters of provincial interest in 2006 in which legal review and advice on provincial matters has been provided, include:

- "Information Sharing Guide for Professionals" re the Youth Criminal Justice Act
- Records Retention Guide
- Review of proposed amendments to The Education Act, 1995, and regulations pursuant to the Act, municipal legislation, and other proposed amendments to legislation and regulations, with an analysis of implications for boards of education
- Preparation of briefs including: Committee of Review of The Workers' Compensation Act, 1979 and Municipal Liability Review
- Establishment, elections and operations of school community councils.
- Representation on external committees including Article 7 Committee (arising out of the Provincial Collective Bargaining Agreement for Teachers), Access Copyright, SAMA Legal and Legislative Review Committee, Chamber of Commerce Human Resource Committee and legal advice to Association representatives on other committees.

Association lawyers support boards of education through Legal Services Seminars as well as assisting with, and presenting at, other Association department seminars. Lawyers also make presentations to board administration teams on request.



Richard Buettner
Director

PROVINCIAL BARGAINING

TEACHERS' COLLECTIVE AGREEMENT

Activity within the provincial bargaining portfolio has been minimal, since the term of the provincial agreement with teachers does not expire until next year. An internal review of the role of the Association's Bargaining Committee was conducted and one outcome was modification to the composition of the Association Bargaining Committee. The Committee members are Ed Geall, Association Vice-President, and staff members Robin McKenzie, Employee Relations Consultant, Greg Deren, Director of Employee Relations and Richard Buettner, Director of Provincial Bargaining and Special Projects.

The Committee has begun work in anticipation of the next round of negotiations with teachers. A number of meetings have been held with government representatives on the Government-Trustee Bargaining Committee. As well, the Association Bargaining Committee completed a survey of boards of education regarding their input into the bargaining mandate of the Association. After the Executive has considered and approved the mandate, the Association Bargaining Committee will present it to the government members.

One provincial grievance arising from a teacher in a pre-amalgamated school division was resolved.

Day to day work in this area included the following activities:

- Presentation on the scope of provincial bargaining to a Board Chairs'/Directors' forum in June 2006.
- Presentation on the scope and issues of provincial bargaining at the *HR Networking Seminar* meeting in April 2006.
- Responses to email and telephone queries from senior administrators.
- Providing information and advice internal to the Association and external to the Department of Learning and government MLAs.

2006 ASSOCIATION BUDGET

| | 2005 ACTUAL | 2006 BUDGET | 2006 PROJECTED |
|---|----------------|----------------|-------------------|
| REVENUE | | | |
| CORE MEMBERSHIP FEE | \$1,377,882 | \$1,470,024 | \$1,454,723 |
| MEMBER SERVICES FEE | \$775,200 | \$741,535 | \$723,800 |
| INVESTMENT INTEREST&SUNDRY | \$263,412 | \$148,000 | \$148,000 |
| EMPLOYEE BENEFIT PLAN | \$317,842 | \$309,000 | \$313,000 |
| INSURANCE PLAN | \$60,035 | \$67,500 | \$67,500 |
| EXPENDITURES | | | |
| GOVERNANCE-EXECUTIVE | \$351,944 | \$307,168 | \$289,759 |
| EXEC DIRECTOR/FINANCE & ADMIN | \$508,021 | \$475,571 | \$475,210 |
| ADVOCACY SERVICES | \$112,169 | \$197,200 | \$208,750 |
| EDUCATION SERVICES | \$136,421 | \$137,400 | \$140,200 |
| EMPLOYEE RELATIONS | \$654,940 | \$682,900 | \$614,534 |
| LEGAL SERVICES | \$463,781 | \$463,000 | \$458,450 |
| EMPLOYEE BENEFIT PLAN | \$317,842 | \$309,000 | \$313,000 |
| INSURANCE PLAN | \$60,035 | \$67,500 | \$67,500 |
| | \$189,219 | \$96,320 | \$139,620 |
| BUILDING | | | |
| REVENUE | \$105,004 | \$148,765 | \$148,765 |
| EXPENDITURE | \$150,842 | \$148,765 | \$144,706 |
| | (\$45,838) | \$0 | \$4,059 |
| ASSOCIATION EVENTS & BOARD DEVELOPMENT | | | |
| REVENUE | \$493,623 | \$136,750 | \$696,325 |
| EXPENDITURE | \$305,068 | \$115,070 | \$623,775 |
| | \$188,554 | \$21,680 | \$72,550 |
| RESEARCH & DEVELOPMENT | | | |
| REVENUE | \$149,433 | \$95,603 | \$102,714 |
| EXPENDITURE | \$149,433 | \$95,603 | \$102,714 |
| | \$0 | \$0 | \$0 |
| EMPLOYEE BENEFIT PLAN | | | |
| REVENUE | \$6,623,525 | \$5,756,000 | \$5,756,000 |
| EXPENDITURE | \$6,623,525 | \$5,756,000 | \$5,756,000 |
| | \$0 | \$0 | \$0 |
| INSURANCE PLAN | | | |
| REVENUE | \$2,603,324 | \$2,382,500 | \$2,382,500 |
| EXPENDITURE | \$2,603,324 | \$2,382,500 | \$2,382,500 |
| | \$0 | \$0 | \$0 |
| RESERVE ALLOCATION | | | |
| PROVINCIAL BARGAINING | \$20,642 | \$50,000 | \$50,000 |
| BLDG MAINT/CAP EXP/ENERG SAV | \$52,782 | \$44,000 | \$44,880 |
| PRESIDENT'S REVIEW COMMITTEE | \$9,075 | \$7,500 | \$7,500 |
| RESERVES INTEREST | \$0 | \$19,000 | \$19,000 |
| | \$82,499 | \$120,500 | \$121,380 |
| TOTAL | | | |
| REVENUE | \$12,769,280 | \$11,255,677 | \$11,793,327 |
| EXPENDITURE | \$12,519,844 | \$11,258,177 | \$11,698,478 |
| | \$249,437 | (\$2,500) | \$94,849 |



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