



SASKATCHEWAN SCHOOL BOARDS ASSOCIATION 2007 ANNUAL REPORT

Excellence in Educational Governance and Leadership

ASSOCIATION EVENTS

This annual report represents a snapshot of Association activities from October 1, 2006 to September 30, 2007.

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 total participants for all seminars/workshops held between October 1, 2006 to September 30, 2007 was 841.

ASSOCIATION EVENTS (between October 1, 2006 – September 30, 2007)

Board Chair and Director Members' Councils

October 26-27, 2006

December 6-7, 2006

May 3, 2007

Communications Semina

November 8, 2006

February 21, 2007

May 16, 2007

Employee Benefits Semi

May 10-11, 2007

At this time, 28 events have been planned for the remainder of 2007 and 2008 including events for board members and school division administrators.

EXECUTIVE



THE EXECUTIVE: (Front row l to r): Andrew Bergen, Vice-President; Roy Challis, President; and Simone Couture, Conseil Scolaire Fransaskois Constituency. (Middle row l to r): Sandi Urban-Hall, Southern Constituency; Dan Danielson, Urban Public Constituency; and Duane Favel, Aboriginal Constituency. (Back row l to r): Keith Koberinski, Catholic Constituency; Jack Rowswell, Central Constituency; and Frank Durocher, Northern Constituency.

PRESIDENT'S MESSAGE



Roy Challis
President

Over the past year we have all continued on our path of revitalization.

For boards of education, the implementation work of restructuring has continued, Boards have been affected by the implementation of School Community Councils, the Continuous Improvement Framework, and making the transition to policy governance.

Colleagues I commend you for your perseverance as you maintain your eye on the goal of serving students rather than let the distractions of restructuring deter you. Keep the hope that some degree of calmness and stability will eventually be the norm.

As an Association, the renewal process has continued as well. Your Executive brings to the 2007 Annual General Meeting a revision of the bylaws of the Association. This major revision rewrites many of the bylaws that govern our Association, and makes housekeeping changes as well.

Included in the renewal package is a new formula for calculating votes and allocating fees. This proposal has been discussed by the Executive and boards over the last year. We hope this package will give us the basis for completing the renewal process begun several years ago.

The Association has been restructuring since that time as well. We have changed our Executive structure, we have changed our staff structure, we have fewer staff and we have shifted some of our priorities. These have been baby steps, tentative steps fit for an organization that is in its infancy but not the big giant confident strides of a mature organization. Those steps must come next.

We have been and will continue to respond to the needs of boards and senior administrators, and in that sense we will constantly be on a path of renewal. As a voluntary membership organization we must be responsive to our members needs.

The Association has also been making progress toward the achievement of our Ends Statements or goals.

This annual report will outline for boards the achievement of our staff toward providing prompt, reliable, useful and cost-effective services for school boards and their administrators.

Ongoing advocacy is also outlined in this report. Our recent public advocacy campaign, launched as this report was being printed, is an example of a decision made by our Executive to support this end.

As an Association we need to consider whether such initiatives should be part of our ongoing budgeting and decision-making process, with annual allocations in the budget.

This year we have also made significant progress toward enhanced engagement of Aboriginal partners in publicly funded education. We have launched the Aboriginal Employment Development Program, with funding from the provincial government, and are in the process of designing a program for boards of education. The partnerships developed through this program and some of its key components, such as the reference committee, will serve boards and their students into the future.

I am confident this document will provide you with a snapshot of the goals, successes and challenges of your Association this past year.

In closing, let me congratulate each and every one of you for your dedication and hard work. I ask you to encourage others in your communities to consider the value of the work you do. If the public in your local community informs you, and you inform your board, and your board informs the Saskatchewan School Boards Association, and we inform government, then ...

We can dream can't we?

Roy Challis
President

EXECUTIVE DIRECTOR'S MESSAGE



Bill Wells
Executive Director

The Saskatchewan School Boards Association, like the boards of education we support, continues to move towards a policy governance model, working to achieve the Ends established for us by our provincial Executive.

In the last year, we have continued to orient our work to the achievement of those Ends and reporting to the Executive and boards on our achievement. This annual report is a snapshot of those achievements.

As well, the administration reports regularly to the Executive through monitoring reports and the Executive regularly evaluates its performance along with the performance of the administration.

An example would be End Statement E-4: School boards and their administrators seek and obtain prompt, reliable, useful and cost-effective services.

An external review of programs and services of the Association was undertaken at the start of 2007 at the request of boards, and directed by the Executive and a small steering committee. While the report provided strong support for the Association in general, there are areas identified where we can improve, and staff members have been integrating that advice and implementing improvements on behalf of our members. A report on our progress following the results of the report was forwarded to boards of education in late September.

Also related to the services we provide, the Executive directed the preparation of a report outlining the usage and cost-effectiveness of Association services on behalf of boards. That report was accepted at the September Executive meeting and then forwarded to boards of education.

The positive results from this examination of our services highlight the fact that as a provincial organization we are providing the support to enable boards to govern effectively. Our mission is to produce "Excellence in educational governance and leadership" and we remain committed to that.

We have also been improving our reporting to boards through continuous modification of this annual report, and through improvements to our budget document. We have been able to bring forward a stand-still budget for three consecutive years, despite offering a greater range of services with fewer staff than four years ago. We are confident the budget document clearly outlines the rationale for the Executive's budget decisions.

Continued pursuit of partnerships has also enabled us to provide better services on behalf of boards, designed specifically to meet the needs of boards. An example is the Aboriginal Employment Development Program, funded by the Departments of Learning and First Nations and Metis Relations, but developed for boards, on behalf of boards, and offered to boards.

When we enter into such contracts, the integrity of boards and the Association is always protected and the goal of any contract is to meet the needs of boards.

The Association provided advice and feedback on 14 pieces of legislation and five regulations, and in particular, amendments to *The Education Act, 1995* with respect to the formation of separate school divisions; *The Assessment Management Agency Amendment Act, 2007* to increase the number of school board representatives; various Acts to address the withholding of education property taxes by municipalities. The Association submitted a number of briefs in response to the five-year review of the Workers' Compensation program.

A major initiative just begun at the time of printing this report is the province-wide advocacy campaign. The campaign was launched with the provincial election and highlights key education issues on behalf of boards. 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 staff also supports boards in the development of their individual advocacy plans.

As well, the Association's support for all boards includes initiatives such as the implementation of School Community Councils.

Association staff members provide support to school division senior staff through such means as regular meetings and seminars for: human resources staff, communications staff, facility managers, benefits staff and School Community Council superintendents. We also offer inservice in areas such as risk management, representative workforce and legal issues. An example this year is around school closure. Association staff from various areas provided support to administrators and boards through this difficult process.

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

Our Breakfast for Learning program is growing under the leadership of chair Donna Ziegler and coordinator 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. The Walk to Breakfast event in September is an example of the positive impact of their work.

In the coming year we will continue to support members through our advocacy and direct services, responding to the needs of boards of education and their senior administrators.

Bill Wells
Executive Director

FINANCE AND ADMINISTRATIVE SERVICES

The staff offers operational support for the Association, its Executive, Executive Director and the departments of Advocacy, Corporate and Education Services as well as school boards.

Under the direction of the Executive Director, the Administrative Officer is responsible for the management of the Association's financial and physical operations. The Administrative Officer is responsible for the day to day financial operations to the preparation of the annual budget. She also oversees and manages the Association building. The Association currently leases office space to the Saskatchewan Urban Municipalities Association and Sandra Jackson, Certified Accountant. The Association's ongoing capital building program produced in 2007 a complete lobby renovation, the refinishing of stairwells, and updating 3rd floor common areas with paint and new carpeting. The Association has developed a comprehensive 10-year plan for capital improvements, based on recommendations from selected architectural and engineering firms in Regina. In addition, we also have a project manager who looks after the scheduling and tendering involved with the capital building program.

The Administrative Assistant provides administrative and support services to the Executive Director. She also organizes and manages Association events to include all board development activities, general assemblies as well as school division administration workshops and seminars. Over the past year, the Association has organized and held 24 events with 841 participants.

The Finance and Administrative Services department is also responsible for managing the Association's reserves.

The Association's Executive made the decision to move to a policy governance model. This annual report demonstrates the evolution of higher levels of performance measures and data collection.










THE FINANCIAL AND ADMINISTRATIVE SERVICES DEPARTMENT:

(l to r) Virginia Davidowich, Administrative Assistant; William A. Wells, Executive Director and Patti Blackburn, Administrative Officer

Executive Director

William A. Wells, as the Executive Director, is the chief executive officer of the Association, reports to the Executive and is responsible for all aspects of the Association.






The Executive Director:

-  Prepares the Association's strategic and annual plan
-  Ensures progress toward meeting the Ends of the Association
-  Supervises and manages the Association's work
-  Ensures the development of Association policy positions and promotes the policies and interests of the Association
-  Advises the Association's President and Executive
-  Prepares the Association's budget
-  Serves as spokesperson for the Association

Much of the work of the Association includes advocacy, relationship building and cooperation to ensure quality education. The Executive Director is responsible for maintaining inter-organizational relations, overseeing the advocacy activities of the Association and its staff, and identifying board needs and emerging issues.

Professional Development

The Association's budget principles highlights a learning environment for staff. Annual professional development plans ensures skills sets that enhance support to boards.

-  National School Boards Association Executive Director's Summer Institute
-  Performance Measures for the Public Sector
-  Leadership Development Conference for Women
-  All staff attended a two-day Aboriginal Awareness training
-  All staff participated in a half-day team building seminar

Value Added Services

-  Combined number of 76 years serving boards of education with the Association

COMMITTEES

ASSOCIATION INTERNAL COMMITTEES

2008 CSBA Congress Planning Committee
Board Learning Centre
CSBA Executive
Resolutions and Policy Development Committee
Respectful Workplace Committee

HUMAN RESOURCES COMMITTEES

Provincial Bargaining Committee
Article 7 Committee
Board of Teacher Education and Certification
Teacher Classification Board
Educational Relations Board
Principal's Short Course
Saskatchewan Council of Educational Administrators
Good Practises and Dispute Resolution Institute
Municipal Employees Pension Commission

COMMITTEES CON'T

RESTRUCTURING COMMITTEES

Restructuring Co-ordinating Committee

FOG External Reference Committee

SASKATCHEWAN ASSESSMENT

SAMA Board of Directors

SAMA Cities Advisory Committee

SAMA Legal and Legislative Committee

SAMA Rural Advisory Committee

SAMA Technical Advisory Committee

SAMA Urban Advisory Committee

SCHOOL^{PLUS} COMMITTEES

Saskatchewan Council on Children and Yo

School ^{Plus} Congress Committee

School ^{Plus} Institute Consortium Board of Di

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 2007 University scholarship was awarded to Anna Shaji Thomas, a graduate of St. Mary's in the Prince Albert Catholic School Division. The 2007 applied science and technology scholarship was awarded to Andrew Barkway, a graduate of W. P. Sandin High School in the Saskatchewan Rivers School Division.



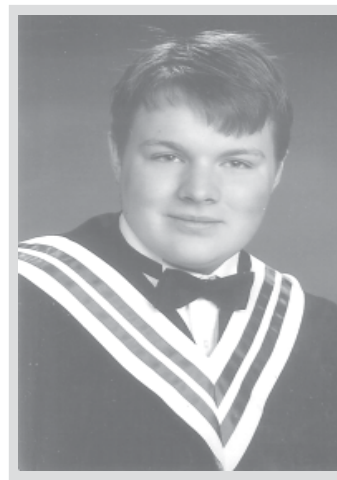
Anna Shaji Thomas

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 2007, one award was awarded to Kelly Huck from the University of Saskatchewan for 'A Guidebook for Assistive Technology'

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 2006 recipient of the award was the Saskatoon Public S.D. for the project entitled: '*Literacy for Life.*'



Andrew Barkway









Left: The Saskatoon Public School Division accepts the Premier's Award for Innovation and Excellence in Education.

STRATEGIC ENDS

The mission of the 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 publicly funded education;
-  School boards and their administrators seek and obtain prompt, reliable, useful and cost-effective services;
-  The profile of publicly funded education is advanced through the relationships developed by and within the Association; and
-  The Association and its members value enhanced engagement of Aboriginal partners in publicly funded education.









The workplans and budget of the Association are in transition to more clearly reflect the end statements of the Association.

SCHOOL COMMUNITY COUNCILS

The Association has been actively assisting school divisions in the development and ongoing support of School Community Councils since the government released its response to the Local Accountability Partnerships Panel in November 2005. In addition to contracting for the creation of guidebooks which would assist school divisions in the creation of these new entities, a number of other resource materials have been collected, many of which have been posted to the School Community Council pages on the Association's website.

In 2006, three facilitators, Gary Shaddock, Georgia Jooristy and Shirley Gange, were contracted by the Association to assist school divisions with the implementation and support of the new School Community Councils. The Association has made these facilitators available to school divisions requesting their support, at no cost to the school division.

During the period October 1, 2006 to September 30, 2007 this support committee has met with eight school divisions. They include:

-  Christ the Teacher Roman Catholic Separate School Division
-  North West School Division
-  Lloydminster Public School Division
-  South East Cornerstone School Division
-  Englefeld Protestant Separate School Division
-  Horizon School Division
-  Prairie Spirit School Division
-  Prairie Valley School Division

The facilitators also met with Boards of Education to discuss how they should interface or communicate with the School Community Councils; with principals and the school secretaries to discuss the election procedures; with newly elected School Community Councils who are seeking guidance in starting their new roles; and with principals and superintendents who want to discuss how School Community Councils can improve learning. They also met with the board members, administration and school community council members of the Prairie Valley School Division who wanted to discuss what they were doing in each of their schools, the benefits of the councils, and provide general support and encouragement for their initiatives.

The facilitators' presentations are usually done through a power-point presentation and a CD copy is made available for each of the school divisions to use with future groups, or for members who were not present for the workshop.

In addition to the support offered to school divisions through direct meetings or presentations, the facilitators have worked with the Association and participated in two-three meetings a year for the senior administrative staff responsible for the implementation of School Community Councils. These meetings have contained a variety of information including the interpretation of the legislation pertaining to the Councils, Sask. Learning's presentations on Continuous Improvement Framework, interpretation of data, and other information useful in the successful implementation of school community councils.

The focus is changing as the school division senior administrative staff are now looking for materials that support the councils' ongoing work. As a direct result of consultations with superintendents and directors of education two proposals that are being explored are SCN video materials and a DVD that would provide additional support to school divisions. These projects are being explored for the 2008 calendar year.

Feedback:

"The handbooks were so well done...the transition has been smooth."



BREAKFAST FOR LEARNING

The Saskatchewan Nutrition Advisory Council for Kids (SNACK) members believe improving child nutrition results in improved academic outcomes for all students. Together we are working towards ensuring all children in Saskatchewan attend school well nourished and ready to learn. This initiative is supported by the Association's Education Services department.

SNACK has an advisory council that is chaired by Donna Ziegler, Regina RCSSD, and is made up of individuals from: the Association, STF, LEADS, SASBO, Public Health Nutritionists Working Group of Saskatchewan, Saskatchewan Community Schools Association, Saskatchewan *in motion*, Dieticians of Canada, Canadian Diabetes Association, the Mosaic Company, Salvation Army and boards of education.

Activities

Extreme School Makeover Challenge

The first annual Extreme School Makeover Challenge encouraged schools to create grassroots initiatives to improve student nutrition and health. Each of the 52 participating schools committed to a healthy change for the upcoming school year and received Certificates of Recognition signed by SNACK and the Ministers of Learning and Healthy Living.

The judges chose three recipients: grand prize winner Thompson Community School in Regina and runners up Bishop Klein Community School in Saskatoon and North Valley Elementary School in Neudorf. The three schools shared \$10,000 in cash and prizes.

Walk to Breakfast

The first Walk to Breakfast event was held on September 19, 2007. All schools in the province were encouraged to participate by hosting their own event. The three schools that were the recipients of the Extreme School Makeover Challenge were selected as designated sites for member/media/dignitary attention.

The Lieutenant-Governor of Saskatchewan, Dr. Gordon L. Barnhart, the Minister of Learning Deb Higgins, two ministers and three MLAs participated in these events. The Regina event received television coverage and was featured on the front page of the *Leader-Post*.

Gray Hadden Family Foundation

The Gray Hadden family has committed to fund a new school nutrition program in each CFL city over the next two and a half years. The selected school in Regina will receive funding to be distributed and monitored by SNACK.

First Nations, Metis and Inuit Task Force

This task force investigates the barriers and challenges facing Aboriginal communities with respect to operating child nutrition programs. SNACK put forward Maureen Johns Simpson, of the Department of Learning, as our Saskatchewan representative.



Kelly Berlinic
Provincial Coordinator

BFL Financial Information:

2007/08

BFL Member Development Grant: \$46,472
This funding supports the council and coordinator position. This represents a 45 per cent increase over last year.

BFL Saskatchewan Nutrition Grants: \$117,644
This funding goes directly to support Saskatchewan school nutrition programs

Funds generated by SNACK:

Anonymous corporate donation \$5,000

Council member donation: \$50

Ipsco donation: \$25,000
This donation will be matched in next year's budget for a combined total of \$50,000

The Mosaic Company: \$10,000
This is ongoing funding to support the Extreme School Makeover Challenge

Total: \$40,050



Above: Students from Bishop Klein Community School in Saskatoon lead the way in the Walk to Breakfast event, September 19, 2007.

ADVOCACY SERVICES

Advocacy Services provides advocacy on behalf of boards of education as well as providing advocacy support to boards. The Association's President, Executive Director, Senior Director of Advocacy Services, Executive and in certain instances the boards of education, all play a role in advocacy on behalf of boards. The Senior Director of Advocacy Services supports them and also provides advice and support to boards of education.

The need for advocacy support has increased over the years in response to members calling for an increase in the profile of public education and the role of boards of education. To accommodate this, we have added a new staff member. Jamie Kreiser joined the Association in May as a Communications Officer. Funding for the position is shared by the Association, the benefits plan and the Aboriginal Employment Development Program.

Our advocacy efforts are producing results which are reflected in the Association's 2005 public opinion poll. The public's recognition of the Association increased to 73% in 2005 from 36% in 2000. The number of calls from the media has increased and media also rely on the Association for background information.

The Association maintains regular contact with the Government and Opposition MLAs, many of whom also contact us for commentary and feedback. In addition, other provincial organizations are now seeking our involvement in issues such as TILMA (request made by the Saskatchewan Federation of Labour) and education property tax relief / education funding (request made by the Provincial Association of Resort Communities of Saskatchewan (PARCS); Saskatchewan Association of Rural Municipalities (SARM); Saskatchewan Chamber of Commerce; Saskatchewan Urban Municipalities Association; and Association of Saskatchewan REALTORS® (ASR) .

Advocacy staff members are available to provide expertise, advice, inservice and strategic planning to boards of education and their senior administrators as well as providing coordination, inservice and guidance to board of education communications officers and support for board initiatives.

A legal analysis of implications for boards of education and suggestions for change is provided on proposed changes to legislation and regulations that the Association receives from government. Legislation introduced in the Legislative Assembly is monitored and a legal analysis provided for the Association to support Association advocacy and to inform boards. The same analysis is provided for new regulations.

Activities

Communications

Support is provided to member boards via website, electronic and printed memos, *Directions* newsletter and other printed publications. Direct support is available to members upon request. The communications department also conducts workshops for communications staff of member boards, other senior administrators and board members.



THE ADVOCACY SERVICES DEPARTMENT:

(Front row l to r)
Elodie Jordens,
Representative
Workforce Coordi-
nator and Debby
Beriault, Reception-
ist. (Back row l to r)
Ardith Stephanson,
Senior Director of
Advocacy Services;
Jamie Kreiser and
Andrea Ashton,
Communications
Officers.

Activities con't

Communications support is provided through:

- ✔ Updates provided verbally at General Assemblies, Members' Councils and other seminars
- ✔ Issues of importance brought to Members' Councils and then presented to boards
- ✔ The Annual report which is printed and presented at Annual General Meeting
- ✔ Proposed resolutions and bylaw amendments which are presented to members prior to the Annual General Meeting
- ✔ The proposed budget which is presented to members prior to the AGM

In the period from October 1, 2006 to September 30, 2007, the following was provided directly to boards of education that requested service:

- ✔ Direct communications support was provided to three boards of education as they prepared for the school review process. This involved preparing the board chairs, vice chairs and directors, and then presenting to the entire board.
- ✔ Facilitation of strategic planning for communications was provided to two boards.
- ✔ Facilitation of the colour spectrum team building presentation was provided to one board.
- ✔ Association staff members serve a leadership and co-ordination role at the provincial level among communications staff of school divisions. In the period from October 1, 2006 to September 30, 2007, the Association held three forums for communications staff, and in some instances Directors of Education also attended. These forums include inservice sessions, discussion of provincial topics of interest, and co-ordination of efforts when necessary. These sessions were attended by 39 participants. Sessions are already scheduled for the 2007-08 school year.
- ✔ Direct communication support was provided to the provincial bargaining committee in developing the communications plan and regular reports to boards.

Media Relations

Support is provided through the building of relationships with media across the province in support of the work of boards of education. The Senior Director also provides training, advice and support to the spokespersons of the Association.

- ✔ The Association played a major role in organizing the first ever Walk to Breakfast's media events in three centres - Regina, Saskatoon and Neudorf.
- ✔ In the period from October 1, 2006 to September 30, 2007, the Association held two media conferences and received 10 responses to those.
- ✔ The Association also held two media information sessions related to provincial bargaining and received five responses.
- ✔ The Association distributed four other media releases and received 25 responses.
- ✔ As well, the Association was a guest on two radio phone-in shows related to school closures, and also responded to many media requests for interviews on the topic. A letter to the editor on the topic was published in the two major daily newspapers and many weeklies.
- ✔ In media tracking conducted province-wide by Newswatch, the Association was mentioned 57 times from January 1-September 30, 2007.

Tracking news releases	# of Responses
Breakfast for Learning News Conference Nov. 15, 2006	7
Convention news release: Promotion of Convention and Wrap-up of Convention, Nov. 27, 2006	7
AEDP Partnership Signing of Agreement, Feb. 8, 2007	3
Budget 2007, March 22, 2007	9
Save our schools response March 27, 2007	3
Media Information Sessions re: provincial teacher bargaining, April 17 and 18, 2007	5
Radio show phone-ins related to school closure	2
Letter to the editor May 18, 2007	StarPhoenix LeaderPost Many weeklies
Response to Sask Party small schools proposal June 21, 2007	6
Walk to Breakfast events	5

Government Relations

The Association expresses boards' point of view on legislation that is of interest to or has an impact on boards through various means including meetings, letters, newsletter articles or memos.

For instance, in November, 2006 the President, Executive Director and Senior Director of Advocacy Services presented to the Legislature's Standing Committee on Human Services to explain legislative amendments dealing with the formation of separate school divisions and School Community Councils.

Activities con't

The Association also meets with MLAs, members of the Opposition, and other educational partners as needed to ensure that issues of importance to boards of education are voiced in the legislature. The Executive Director and Senior Director of Advocacy Services meet regularly with the Deputy Minister of Learning. The Minister of Learning met with the Executive in February and September, 2007; Opposition Critic met with the Executive in June, 2007. The Members' Council met with the Opposition Caucus in May, 2007. In addition, the Association had representation at each party leader's dinner, and MLAs are invited to key Association events, such as General Assembly.

The Association's Legal Assistant tracks legislation of importance to boards and the Association sends updates to boards when legislation is considered and passed.

Meetings w MLAs Issues	Govt. MLAs	Oppositio MLAs
Prov. Barg.	17	17
2006 Association Resolutions	10	7
Tax Revolt / Bill 17	18	18
Abor. Educ./ AEDP	5	19
SCC	17	18
FOG	9	9
Student Achieve / CIF	17	17
SAMA Changes / Bill 17	5	10
School Closures	8	16
Mill Rates		6
Prov. Barg. CUPE	8	16
Funding (incl. Capital)	8	18

The Association also works with the Canadian School Boards Association on matters of national interest to boards, such as the GST issue, copyright and online access.

MLAs also receive letters from the Association on matters of importance to boards as well as Association news releases, letters to the editor and *Directions* newsletter.

Legal analysis has been provided by the Association's solicitors on the following legislation and regulations in the past year:

The Labour Standards Amendment Act, 2006
The Education Amendment Act, 2006
The Saskatchewan Human Rights Code Amendment Act, 2006
The Limitations Amendment Act, 2006
The Planning and Development Act, 2006
The Miscellaneous Statutes (Municipal Collection of Taxes) Amendment Act, 2006 – amended several Acts
The Cities Amendment Act, 2006 (No. 2)
The Labour Standards Consequential Amendments Act, 2006
The Municipal Employees' Pension Amendment Act, 2007
The Labour Standards Amendment Act, 2007
The Municipalities Amendment Act, 2007
The Assessment Management Agency Amendment Act, 2007
The Municipal Revenue Sharing Amendment Act, 2007
The Occupational Health and Safety (Harassment Prevention) Amendment Act, 2007
 Amendments to *The Occupational Health and Safety Regulations, 1996*
 Amendments to *The Education Regulations, 1986*
 Proposed amendments for next session to *The Education Act, 1995*
 Proposed amendments to *The Municipalities Regulations*
 Proposed amendments to *The Cities Regulations*
 Proposed amendments to *The Northern Municipal Assessment and Taxation Regulations*
 Submission to Workers' Compensation Board Committee of Review

(Other legislation which may potentially or indirectly impact boards of education is also monitored)

Professional development

The Association's budget principles highlight a learning environment for staff. Annual professional development plans ensure skill sets that enhance support to boards.

- ✓ Performance Measures for the Public Sector
- ✓ Programs on Leadership for Senior Executives, Center for Management Research, Harvard
- ✓ Canadian Association of Communicators in Education Conference

Professional Development con't

- ✖ Principles of Effective Leadership
- ✖ Introduction to HTML
- ✖ Introduction to Flash Professional
- ✖ All staff attended a two-day Aboriginal Awareness training
- ✖ All staff participated in a half-day team building seminar

Value Added Services

- ✖ Support boards with the employment of a communications staff

The four staff members in this work area have significant education, experience and qualifications, as well as specialized knowledge of boards of education:

- ✖ 13 years of post-secondary education
- ✖ Specialized knowledge through post-secondary degrees and certificates in the areas of journalism and public relations
- ✖ A combined 23 years of experience in communications, public relations and journalism
- ✖ A combined 51 years serving boards of education with the Association

As well, Association staff in Advocacy Services have developed relationships that make them regularly recognized:

- ✖ by the media as being a source of information for background, facts or commentary on education issues
- ✖ by MLAs as being credible, reliable and thoughtful advocates for boards of education
- ✖ by other organizations as leaders in developing partnerships that benefit public education

Staff in advocacy services regularly provide communications, media relations and government relations advice to boards of education and senior administrators and are available to:

- ✖ Provide strategic communications planning to boards
- ✖ Facilitate a team-building process known as Colour Spectrums
- ✖ Provide specific communications inservice such as preparing for school closure
- ✖ Along with a team of Association staff, assist a board in a time of crisis

Feedback:

Letter to the editor:
“I appreciate you standing up for school boards and challenging/holding to account, those organizations that have no business in criticizing the decisions of boards of education. Thanks for your leadership.”

The Regina *Leader-Post* ran a front-page article on capital concerns of school divisions. “We need to hear lots about this, I am pleased that Bill Wells has taken this issue to the media. We need to hear from him on these ‘universal’ issues facing education.”

“I just finished watching the Standing Committee on Human Services broadcast. You did an outstanding job of representing School Boards and students across the province.”

ABORIGINAL EMPLOYMENT DEVELOPMENT PROGRAM

This year saw the introduction of the Aboriginal Employment Development Program (AEDP) to the Association. This initiative began with a partnership agreement, signed on February 8, between the Association and the provincial government departments of Learning and First Nations and Métis Relations. The program including salaries and benefits for staff, is funded by the two departments.

The long-term goal is to create a more representative workforce among the approximately 12,000 teachers and 8,000 support staff in Saskatchewan school divisions.



Activities

In April, the Association hired Elodie Jordens as the Representative Workforce Coordinator. Elodie is responsible for program planning, policy development and coordination of representative workforce initiatives. This position and all activities related to the program are fully funded by provincial grants. As a support to the program, Jamie Kreiser joined the Association as a Communications Officer in May. One-third of this position is funded by the provincial grants.

As part of this initiative, a Reference Committee has been established to provide support and advice. The committee is comprised of representatives from government; unions; the Saskatchewan Teachers' Federation (STF); the League of Educational Administrators, Directors and Superintendents of Saskatchewan (LEADS); the Saskatchewan Association of School Business Officials (SASBO); the Aboriginal Education Provincial Advisory Committee (AEPAC) and the Association. The committee's first meeting was held on August 22. They will continue to meet on a quarterly basis.

Correspondence has been sent out to all school board chairs and directors of education requesting the opportunity to present an overview of the AEDP. As of September 30, presentations have been made to four boards as a means of creating awareness about the program and to discuss the desire of partnership agreements.

Professional Development

The Association's budget principles highlight a learning environment for staff. Annual professional development plans ensure skill sets that enhance support to boards.

- ✎ First Nations & Métis Education Branch Pipe Ceremony & Feast
- ✎ AEDP Partnership signing with North West Roman Catholic Separate School Division
- ✎ President's Academy - First Nations and Métis Education
- ✎ Aboriginal Government Employees Network (AGEN) 15th Annual Conference – "The Perfect Storm"
- ✎ Provincial Aboriginal Representative Workforce Council table.

Value Added Services

- ✎ Over 10 years of experience with program development and delivery, group facilitation and career counseling
- ✎ Almost three years of experience implementing an Aboriginal Employment Development Program
- ✎ Assisting school divisions to collect data for a voluntary audit of existing career and economic development opportunities
- ✎ Developing Aboriginal Awareness training to dispel myths and misconceptions and to create more welcoming learning and working environments
- ✎ Creating policy and procedure guides
- ✎ Establishing links with the key stakeholders

CORPORATE SERVICES

A key function of the Association is to provide high quality support services for our members. The corporate services area provides several direct services to boards. This area includes the departments of:

- ✦ Employee Relations
- ✦ Employee Benefits
- ✦ Insurance and Risk Management
- ✦ Legal Services
- ✦ Provincial Bargaining

Employee Relations

The Employee Relations Team provides member boards of the Saskatchewan School Boards Association with a full range of Human Resource services.

Employee Relations Consultants continue to respond to a large volume of inquiries from Administrators in school divisions. In a typical month in 2007, ER staff responded to 141 direct services contacts from 26 boards of education. Over the year, inquiries have been received from administrators in virtually all of the school divisions.

Typically our day-to-day inquiries concern such matters as:

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

A theme of legal and third party disputes such as arbitrations is emerging now that newly restructured boards are evolving. Traditional management rights are being challenged on a provincial basis. ER staff provide a provincial perspective on such matters.











The circle above illustrates the service areas of the Employee Relations Department. The numbers indicate the number of times these topics were addressed in seminars held this year by the department.



THE EMPLOYEE RELATIONS DEPARTMENT:

(Counter clock-wise from left): Christopher Schwan, Policy Analyst; Employee Relations Consultants Reagan Lowe, Rory Griffith, and Robin McKenzie

Activities

-  Drafted over 80 sections of contract language for boards in 2007
-  Provincial salary levels project
-  Geographic wage bands project
-  Pay periods and labour standards project
-  Developed a collective agreement-costing program.
-  Maintained an up-to-date database of collective agreement wording, wage comparison information and relevant comparator collective agreements
-  ERC's delivered 21 Human Resource training modules at 7 seminars to an average of 17 SASBO and LEADS members from 24 of the 28 boards
-  The department spent 78 days at various bargaining tables

The issue of union certification for support staff in restructured boards continues to evolve. Two major decisions are pending at the Labour Relations Board. Ten union certification applications are before the Labour Relations Board. (These certification orders define which employee groups are included in collective agreements.) Employee Relations Consultants, in cooperation with Legal Services have been advising and supporting boards of education in responding to these applications.

Collective bargaining in 2007 saw the majority of divisions combine smaller legacy agreements into larger agreements. With the help of data collected by ER from other boards, divisions have had valuable comparison data to help them make better decisions.

The Employee Relations Consultants provided support to the Provincial Collective Bargaining process including sitting on the Provincial Bargaining team.

Department staff continues to provide a wide range of bargaining supports ranging from preparation through to new agreement implementation. Consultants in the Employee Relations Department also 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 employee resource management questions, and to present timely and needed information that will increase the capacity of boards and their administrators.















Feedback:

“Thanks for the great effort you make to get us what we need!”

“Good ideas - lots of new information for me.”

Professional Development

The Association's budget principles highlight a learning environment for staff. Annual professional development plans ensure skill sets that enhance support to boards.

-  Strategic Bargaining
-  Current Developments in Labour Relations and Employment Law
-  Labour Arbitration and Policy Conference
-  Human Resources Systems Analysis
-  Strategic Human Resource Management
-  Time Management and Productivity
-  Access Software Level 1 (Database)
-  FrontPage 2003 Software (Website)
-  Excel Level 1&2 Software (Database)
-  Word Level 1& 2 Software (Word-processing)
-  Organizational Development Foundations
-  Change Management
-  All staff participated in a two-day Aboriginal Awareness training
-  All staff participated in a half-day team building seminar

Value Added Services

- ✎ A combined 12 years of serving boards of education with the Association
- ✎ 31 years of collective bargaining experience
- ✎ 28 years of labour relations experience
- ✎ 10 years of hiring experience
- ✎ 14 years of Human Resource Management experience
- ✎ Three years of staffing and representative workforce experience
- ✎ Nine years of classification and compensation experience
- ✎ Continued development and delivery of Human Resources Good Practice Process and Tool Guides and modules
- ✎ Operational Policy & Procedure development and support
- ✎ On-site service
- ✎ The three consultants sit on a combined total of nine provincial committees
- ✎ Developed a collective agreement costing program
- ✎ The department has 18 years of post secondary education
- ✎ Stay current with labour law developments on behalf of boards
- ✎ Support boards in their arbitrations
- ✎ Can harness other internal resources quickly to customize a response tailored to your requirements
- ✎ Help boards with local negotiations by avoiding costly language and by limiting the risk of “whipsawing” and compromising provincial bargaining
- ✎ Maintaining an up to date database of collective agreement wording, wage comparison information and relevant comparator collective agreements
- ✎ Works with the rest of the Association to respond quickly and reduce costs
- ✎ Help minimize the risk of legal action
- ✎ Provides both general and specific HR services
- ✎ Track the movements of the two main unions and the STF on an ongoing basis
- ✎ Identifies early trends that threaten to diminish quality education

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 group benefits plan 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 that acts as the third-party administrator and policyholder responsible for the plan.

Activities

The 2006 school year saw some significant changes to the landscape of school divisions in Saskatchewan. In 2007 the Employee Benefits Department worked closely with school divisions to consolidate and coordinate their employee benefit plans. Activities that the department has been involved with include:

- ✎ Negotiating and administering annual benefit plan renewal
- ✎ Comparison of STF/ICP Program with the Association Plan
- ✎ Mandatory retirement legislation
- ✎ Drug costs and increases to the drug formulary and dental fee guide
- ✎ Conducted study on reserve levels held within the plan
- ✎ Development of an Audit Trail Accounting Transactions Report & Administration process for boards
- ✎ Accountability and communication policies for ASO plan
- ✎ Development of health and wellness initiative
- ✎ Submission to Workers' Compensation Board Committee of Review
- ✎ Return to work and early intervention guidelines
- ✎ Implications of newly introduced provincial Family Day holiday on Benefits Plan
- ✎ Review and analysis of the LTD taxable/non-taxable claims history and rate structure

Quotations

School Division	# of Quotes	# of different employee groups
Chinook S.D. #211	5	7
Good Spirit S.D. #204	4	5
Living Sky S.D. #202	5	10
North East S.D. #200	9	2
North West S.D. #203	5	4
Light of Christ RCSSD #16	2	1
Prairie South S.D. #209	3	5
South East Cornerstone S.D. #209	8	6
Sun West #207	7	4

The graph above illustrates the quotations done by the department this year. In addition, they provided eight separate premium cost comparisons to the Prairie Spirit S.D. #206 and a draft format of a quote for St. Pauls RCSSD.

THE EMPLOYEE BENEFITS DEPARTMENT:

Front row (l to r): Chris Petford and Leslie Donsberger, Benefit Administrators; Leona Baun, Supervisor of Benefits and Carol McKay-Lawrence, Disability Management Coordinator. Back row: Dave Jackson, Director.



Plan Design Changes

- ✎ New Groups Added: Chinook SD #211, Living Sky SD #202, Holy Trinity RCSSD #22 and Prairie Spirit #206
- ✎ ASO Enhancements: Adding Health, Vision and/or Dental: Regina RCSSD Group 0081, Lloydminster RCSSD #89 and Prairie Spirit #206
- ✎ Insured Benefits Enhancements: Regina RCSSD #81 and Prairie Spirit #206
- ✎ Cost Sharing Design Changes: Lloydminster RCSSD #89
- ✎ Group Transfers: Chinook SD #211, Regina RCSSD, Living Sky SD #202, Prairie Spirit SD #206, North West SD #203 and Prairie South SD #210
- ✎ Group Renaming Involving Plan Amendments: North West Group 0065 renamed to Group 203-1. All groups renamed to new school division names as per amalgamation.
- ✎ Terminating Groups: Chinook SD #211
- ✎ Inservices: Chinook SD #211, Lloydminster RCSSD #89, Sun West SD #207, North East SD #200 and St. Paul's RCSSD

Activities con't

The department continues to work diligently to enhance coverage and streamline the administration of the Employee Benefits Plan. Our rates are the lowest they've been in 10 years. The development of a preventative and proactive approach to wellness and healthy living is being developed. The department welcomed Communications Officer, Jamie Kreiser (.33 FTE) in May. A new quarterly newsletter directed at employees of the benefit plan was designed, with the first issue out September, 2007. Cost containment mechanisms have been implemented with the annual renewal to protect the financial viability of the benefits plan. All of this activity is in an effort to keep the aggregate premium rates of the plan under control.

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. This year along with a number of direct case management interventions, Carol was able to meet with Prairie Valley School Division, Sun West School Division, Holy Trinity School Division, Chinook School Division, Sask Rivers School Division, and North East School Division.

The Employee Benefits Department held the annual Group Benefits Seminar in May 2007. It was held in Saskatoon and 50 payroll clerks and Secretary-Treasurers attended. This is a perfect opportunity to present all of the changes that have taken place as a result of the rate renewal.

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. The department continues to review plan design options, operational structures, administration functions, stakeholder agreements and partnerships to identify any multitude of efficiency gains that can increase the value and reduce the costs of administering the employee benefits plan for the membership.

Professional Development

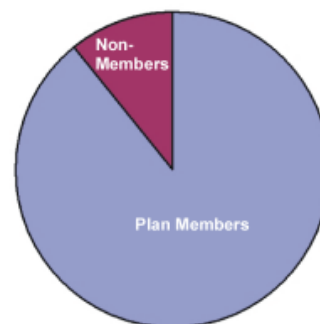
The Association's budget principles highlight a learning environment for staff. Annual professional development plans ensure skill sets that enhance support to boards.

- ✎ CPBI regional meetings and national conference
- ✎ Marketing seminars
- ✎ "Effectively Communicate Employee Benefits" audio conference
- ✎ CEBS Courses (Certified Employee Benefits Specialist)
- ✎ Business Writing and Grammar Skills Course
- ✎ Dale Carnegie course to develop communication skills
- ✎ Excel Intermediate
- ✎ All staff attended a two-day Aboriginal Awareness training
- ✎ All staff participated in a half-day team building seminar

Value Added Services

- ✎ A combined 49 years of serving boards of education with the Association
- ✎ 56 years of benefit and claims experience
- ✎ Five years of private rehabilitation experience
- ✎ 11 years of healthcare experience
- ✎ Research on legislative and market conditions
- ✎ Claims and administration audits
- ✎ Marketing, renewal negotiations and implementation
- ✎ WCB Claims monitoring

Employee Benefits Plan Participants



Above: 25 of the province's 28 school boards are members of the Association's Employee Benefits Plan. One board rejoined the plan this year. Only three boards do not participate currently.

INSURANCE & RISK MANAGEMENT

The Insurance Department serves all 28 boards of education and deals with a multitude of coverage and risk related strategies. Responsibilities include:

- ✦ Property and liability risk management
- ✦ Loss prevention
- ✦ Claims management and advocacy
- ✦ Private adjuster selection and performance
- ✦ Broker tendering and negotiation
- ✦ School bus regulations
- ✦ Playground safety inspections
- ✦ Group tendering
- ✦ Management of a number of self-funded insurance pools developed that protect school divisions from catastrophic loss



Dave Jackson
Director

In 2007 the Insurance Department dealt with a number of coverage and risk related matters during this reporting period. Issues included the insurance coverage for educational psychologists, inter-provincial busing regulations, and non-owned auto liability insurance coverage.

Activities

- ✦ Conducted annual rate renewal marketing and negotiation sessions
- ✦ Provided direction and co-ordination of an external review and assessment of reserves
- ✦ Attended a principals' meeting in Stoughton to discuss liability insurance for non-owned auto policies
- ✦ Attended two Board Chair/Director forums on school closures
- ✦ The Department has developed a number of comprehensive check-lists and guides for schools to utilize in the maintenance and operation of their schools. With the increase in litigation it is very helpful to the defendant's case if regular procedural functions are logged. These logs prove to be very helpful in court
- ✦ The Department has been instrumental in assisting school divisions in the amalgamation of division insurance plans. Some school divisions are consolidating as many as eight insurance programs into one.
- ✦ School division visits include: Horizon, Living Sky, SE Cornerstone (principals' meeting), SunWest (Board Meeting), St. Pauls, North West RCSSD, Regina RCSSD, Regina Public, Prairie Spirit, Prairie South, and Prairie Valley.
- ✦ Mandatory Mediations sessions attended: Prairie Spirit, Saskatchewan Rivers, Saskatoon Public, and SE Cornerstone.
- ✦ The department held its annual adjuster meetings to discuss issues and review procedure manual.
- ✦ Planned and administered 55 school specific safety inspections to advance risk management programs on behalf of members.
- ✦ Negotiated the liability coverage for all education psychologists in Saskatchewan
- ✦ Administered other service programs including school bus transportation safety and regulations, group buying programs such as natural gas, hotel rates, bus tires and electronic communications.

Policy Development

- Enhanced policy for educational work placement programs
- Developed policy for use of 15 passenger vans
- Developed policy protocol for incurred ambulance charges
- Developed position paper on use of seat belts in school buses
- Developed policy for processing legal actions
- Professional liability coverage for Education Psychologists and Speech Pathologists
- Developed new Association policies with respect to reserves

Activities con't

The department's objective is to provide low cost, high value service. Preventative and proactive approaches to risk management and loss prevention continue to be developed. More information sharing and scheduled school inspections are being planned to assist school divisions with strategic facility management. All of this activity is an effort to keep the aggregate premium rates of the plan under control.






We held the first facilities seminar targeted specifically for Facilities Superintendents since the restructuring of school divisions. The in-service was held in Saskatoon on February 22, 2007. It was attended by approximately 35 school division employees and received successful evaluations.

In June, the department conducted a third party study of the financial reserves of the Insurance Plan. It has been recommended by the Executive that this study be conducted every five years.


The department continues to review coverage options, operational structures, administration functions and stakeholder agreements and partnerships to identify any multitude of efficiency gains that can increase the value and reduce the costs of administering the insurance plan for the membership.

Professional Development

The Association's budget principles highlight a learning environment for staff. Annual professional development plans ensure skill sets that enhance support to boards.

-  Level 1 Completed, Currently Registered in Level 2 of the CRM Program (Certified Risk Manager)
-  Canadian Institute – Development Session on Settling Liability Claims
-  National Risk Management Conference
-  All staff attended a two-day Aboriginal Awareness training
-  All staff participated in a half-day team building seminar

Value Added Services

-  The insurance plan is in its 26th year of operation
-  Three years serving boards of education with the Association
-  20 years of claims adjudication and management experience
-  Overall administration of the plan and self funded insurance pools specifically designed for school divisions
-  Claims advocacy and consultation
-  Claims management & cost control (investigations)
-  Marketing and rate negotiation
-  Loss Prevention & Risk Management
-  Self Insured Pool financial management
-  Policy Development and interpretation
-  Research and Development
-  Group Tendering
-  Transportation Consultation and policy development
-  Statistical Analysis and experience monitoring
-  Program design and analysis
-  In-service and educational development

Legal Services

The Association's Legal Services team is comprised of three lawyers (2.5 in 2006 FTE, increased to 3.0 FTE on January 1, 2007) and a legal assistant. Legal Services responds to board specific requests for legal advice and representation in a broad range of legal matters on issues arising in relation to: students, parents and the public, wide variety of contracts, facilities, access to information and privacy, governance, operation of schools, school community councils, policies, labour and employment, funding and taxation, interpretation and application of legislation. We also advise boards with regard to a number of issues related to First Nations, such as the drafting, reviewing and assistance in negotiation of tuition agreements, and we ensure payments out to boards from the fund held by the Association for special claims. Assistance is also provided to boards negotiating Treaty Land Entitlement agreements when urban reserves are created.

Legal Services provides a team of lawyers experienced in the practice of law in the public education sector in Saskatchewan and, in particular, experienced in the unique aspects of the application of certain areas of law to boards of education, their staff and students.

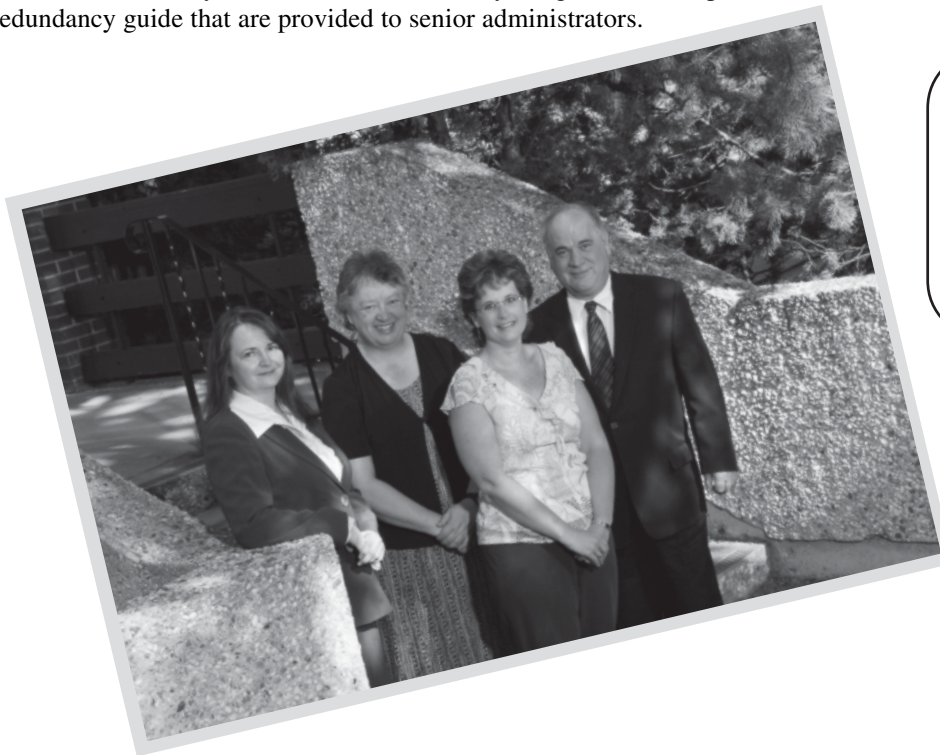
Activities

In 2006/2007, boards of education continued to face challenges arising out of government's major restructuring of the public education system. A large majority of boards accessed legal services for review of existing or proposed board policies ranging from a legal review of comprehensive operational policies and procedures to groups of policies or individual policies.

Key areas in which policy advice was requested in 2007 were:

- ✎ school community council policies, and issues related to implementation and operation of school community councils and mergers of SCCs.
- ✎ school viability policies
- ✎ advice on a broad range of policies for boards moving to a strategic governance style to ensure that boards were still complying with the legal framework within which boards of education are required operate in Saskatchewan

Many boards moved to consider school closure or grade discontinuance, and sought advice on process, challenges that emerge during the consideration phase and consultation on educational services phase of the process, and ancillary issues such as redundancy. Legal Services updated the School Closure guide and Teacher Redundancy guide that are provided to senior administrators.



THE LEGAL SERVICES DEPARTMENT:

(l to r): Bonnie Ozirny, Director; Geraldine Knudsen, Solicitor; Krista Lenius, Legal Assistant and James R. McLellan, Solicitor.

Activities con't

Increasingly in 2007, advice has been sought on matters related to the board of education itself and how the board functions. Issues related to procedure, conflict of interest and board member conduct, confidentiality, access to information and privacy, and board jurisdiction. Access to information and privacy generally continues to be an area in respect of which advice is regularly sought. Legal Services is finalizing a comprehensive guide on access to information and privacy issues in public schools in Saskatchewan, which includes summary topic-specific bulletins for easy reference at the school level. A Legal Service workshop for senior administrators was held in March, 2007 at which time the draft guide was distributed. The guide will be distributed to all boards of education this fall. Legal Services provides comprehensive inservice in school divisions on a board- by-board basis to the administration teams, including school-based administrators, on access to information and privacy and confidentiality generally. Several boards have already accessed this service and several more are scheduled over the next months.

In the past year, Legal Services has represented or is representing boards of education in:	
Legal actions	14
Labour Relations' Board applications	14
Conciliations (local teacher agreement)	1 (as counsel) 2 (as board nominee on conciliation board)
Arbitrations	6 (as council) 5 (as board nominee on arbitration board)
Boards of reference (teacher termination or discipline)	5 (none have proceeded to hearing)

Certification applications before the Labour Relations Board with respect to non-teaching staff resulting from restructuring of school divisions continued to be a focus in 2007. In the first of these decisions, involving the Horizon board, the Labour Relations boards confirmed that a primary objective is to preserve the ability of a majority of employees to choose which Union, if any, should represent them for collective bargaining purposes. This is consistent with the position of affected boards. Hearings of all of the other certification applications are pending. Legal Services also works closely with the Employee Relations Department regarding the interpretation and application of collective bargaining agreements, and provides advice in that regard directly to boards of education as requested by boards.










A key case of interest to all boards of education in Saskatchewan in which Legal Services represented the board of education was decided this year. Saskatchewan's Court of Queen's Bench, in *Metz and Geni v. The Board of Education for the Prairie Valley School Division of Saskatchewan No. 208*, confirmed that Boards of Education should be granted the necessary authority and autonomy to decide when, and if, schools should be closed. The only relevant limit on this authority is that Boards must be procedurally fair to affected parents and other members of the community. This means that when Boards follow the process established in *The Education Act, 1995* for school closures and grade discontinuance, they must inform affected parents and other members of the community of relevant issues, and provide an opportunity to influence the decision. Beyond these requirements, it is the Board, and not the Courts, which will determine if a school should be closed or grades discontinued.

Other key areas that have recently arisen relate to the abolition of mandatory retirement and recent changes to *The Occupational Health and Safety Act, 1993*, which expands the definition of harassment to eliminate bullying and intimidation in the workplace.

The average number of school divisions requiring assistance between October 1, 2006 and September 30, 2007 was 26. This average indicates first contact only and not repeat occurrences for other subject matter or continuing subject matter.

Audio Conferences

All Legal Services' audio conferences occurred in the Association office and were attended by other Association staff. The duration of each conference listed below was 1.5 hours:

-  Alcoholism and Drug Addiction: Testing, Treatment and Screening
-  The Abolition of Mandatory Retirement: Implications for Pensions and Benefits and Other Issues
-  Current Issues in Accommodation: An Advanced Session
-  Accommodating Religious Practices in the Workplace
-  The SCC on Solicitor-Client Privilege
-  Discharge for Incompetence and Incapacity
-  Accommodating Mental Illness
-  Racial Discrimination in the Workplace: Understanding and Implementing Canada's Racism-Free Workplace Strategy
-  Absenteeism and Attendance Management: Current Issues, Innovative Approaches

LEGAL COUNSEL TO ASSOCIATION

The Director of Legal Services also serves as general counsel to the Association on matters of provincial interest, and provides legal counsel to the Executive, Executive Director and all the other Association departments. The Director often draws on the assistance of the other lawyers in Legal Services in carrying out this function.










Important matters of provincial interest in the past year include: advice to the Association's representatives on the government-trustee bargaining committee during the course of negotiation of the Provincial Collective Bargaining Committee for Teachers; preparation of a Bylaw Revision for the Executive which it will sponsor at the 2007 Annual General Meeting; advice on the Records Retention Guide developed by a working committee established by Saskatchewan Learning; and response to the report of the Committee of Review on workers' compensation legislation. General counsel provides advice with regard to the bylaw amendments and resolutions process during the Association's AGM, and assistance to members wishing to sponsor bylaw amendments and resolutions.

Association lawyers sit directly on certain external committees on which the Association is represented, and provide legal advice and information to other Association representatives who sit on other committees.






A legal analysis of implications for boards is provided on proposed changes to legislation and regulations being considered by Government. Other options, in the best interests of boards to enable them to provide the best educational services they can to their students, are suggested, and other areas where amendments are required are raised.

Professional Development

The Association's budget principles highlight a learning environment for staff. Annual professional development plans ensure skill sets that enhance support to boards.

-  Law Society: Update on Charter Issues
-  Saskatchewan Access and Privacy Conference
-  Terra Incognita: International Privacy Conference
-  Labour Arbitration Conference
-  CAPSLE – Emerging Issues in Law and Education
-  Saskatchewan Continuing Legal Education – Saskatchewan Issues in Labour; Negotiation Strategies
-  Harvard Law School: Negotiation skills for Senior Administrators/Dealing with difficult people and difficult situations
-  All staff attended a two-day Aboriginal Awareness training
-  All staff participated in a half-day team building seminar

Value Added Services

-  Experienced team providing full complement of legal experience:
 -  combined experience in practice of law of 85 years
 -  combined experience in practise of law with the Association of more than 30 years, with the focus on education law
 -  legal assistant with 20 years of experience
-  Lawyers bring experience from outside the Association in areas relevant to legal issues faced by boards including: labour and employment law; administrative law; litigation; preparation and representation of clients before a variety of tribunals; insurance law; sitting as decision-maker on tribunals; statutory construction and interpretation; parliamentary procedure and contract law.

PROVINCIAL BARGAINING

Teachers' Collective Agreement

Collective bargaining is a major obligation for school boards under both *The Education Act, 1995* and *The Trade Union Act*. Collective bargaining helps define the nature of the relationship between school divisions and their employees, as well as having major financial consequences.

Collective bargaining is intended to be a problem-solving process. Both board members and teachers are focused on the same goal - the best education possible for all students.

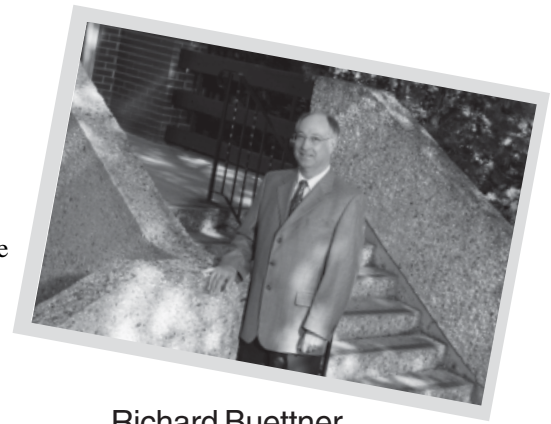
The members of the Association Bargaining Committee are Andrew Bergen, Association Vice-President, and staff members Robin McKenzie, Employee Relations Consultant; Bill Wells, Executive Director and Richard Buettner, Director of Provincial Bargaining and Special Projects.

Activities

Activity within the provincial bargaining portfolio occupied a significant amount of time and effort during the past year. The establishment of a communications plan germane to provincial bargaining, delivery of two media day events, contingency planning including a tentative date for a special provincial assembly of boards of education, and the development and execution of an Association mandate occurred.

The major accomplishment was reaching a tentative agreement on August 30, 2007 - one day before the expiry date of the previous agreement and without the intervention of conciliation. In September, the parties ratified the collective agreement that has a term of September 1, 2007 to August 31, 2010 - a three-year term. The agreement was negotiated within the mandates associated by our Executive

Two grievances arose from the provincial collective agreement with teachers. In both situations, the matter in dispute is in regard to the administration of the provisions of Article 8 Supplemental Unemployment Benefits Plan (SUB) with respect to access to the entitlement and the length of time by which a teacher submits the application form. As of September 30, the process to resolve the grievances was just beginning.

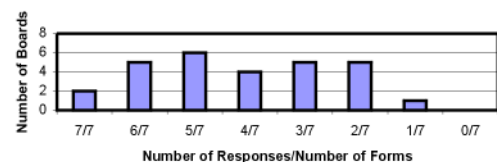


Richard Buettner
Director

Type of Meetings	# of Scheduled Meetings	Initial and Last Meeting Dates
Assoc. Bargaining Committee	11	Jul. 6/06 to Jun. 6/07
Gov-Trustee Bargaining Committee	16	Apr. 10/06 to Aug. 21/07
Prov. Negotiations	20	Mar. 29/07 to Aug. 30/07

Above: this chart illustrates the number of scheduled meetings this year.

Frequency Distribution of Board of Education Responses to Provincial Bargaining Feedback Forms



Above: over the course of the last round of negotiations, nine bargaining reports were sent to boards of education. Seven of the reports contained a feedback form as a mechanism to provide information to the Association Bargaining Committee. The response rate of boards of education is illustrated above.

Professional Development

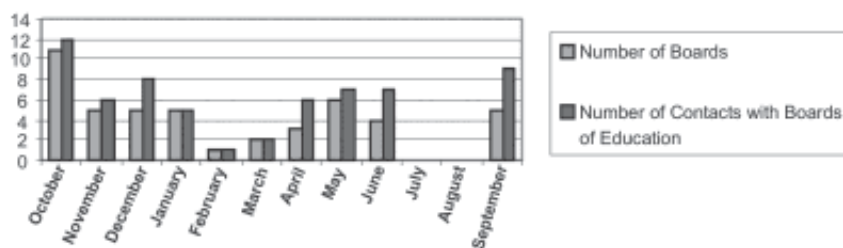
The Association's budget principles highlight a learning environment for staff. Annual professional development plans ensure skill sets that enhance support to boards.

- ✔ Pension Investment Management School
- ✔ Current Issues in Accommodation: An Advanced Session
- ✔ Advanced Pension Trustee Development Program
- ✔ National Public Employees Labor Relations Association Conference
- ✔ Canadian Education Negotiators Meetings
- ✔ All staff attended a two-day Aboriginal Awareness training
- ✔ All staff participated in a half-day team building seminar

Value Added Services

- ✔ Four years of serving boards of education with the Association
- ✔ 13 years of educational administration experience
- ✔ 12 years of bargaining experience
- ✔ Presentation on the scope and issues of provincial bargaining at the Human Resource Network meeting in February 2007.
- ✔ Prompt responses to email and telephone queries from senior administrators and central office staff of boards of education.
- ✔ Consulting, providing information and advice internal to the Association and external to the Department of Learning, LEADS, SASBO, STF, other provincial organizations, national associations, and government MLA's. During the past year, a total of 258 contacts were made with these agencies, associations and departments.
- ✔ As well, the interests of boards of education were represented at the following: Board of Teacher Education and Certification, Teacher Classification Board, Adhoc Committee on Article 7 Sick Leave, Provincial Good Practices and Dispute Resolution Committee, Canadian Negotiators Meetings, CSBA Congress 2008 Planning Committee and the Municipal Employees Pension Plan.

Tracking of Contacts with Boards of Education

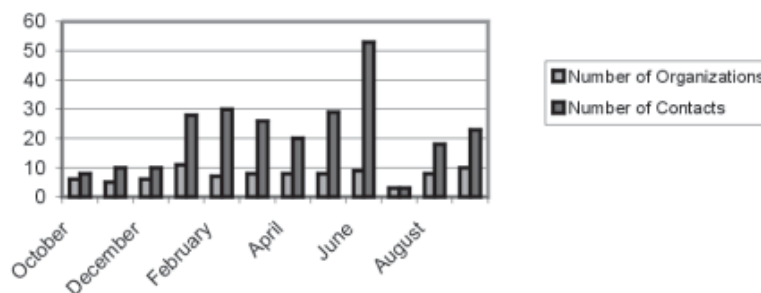


Tracking contacts

The chart to the right illustrates, by month, the number of boards of education and number of contacts. During the past year, a total of 63 contacts were made with senior administrators.

The chart below illustrates, by month, the number of organizations and number of contacts. During the past year, a total of 258 contacts were made with these agencies, associations and departments.

Tracking of Contacts with Other Entities



EDUCATION SERVICES

Senior Director of Education Services Barry Bashutski works with Association staff and contracted consultants to provide services to boards of education. The purposes of Association education services include:

- ✎ To ensure a voice for boards of education in the many advisory committees and forums regarding school program issues.
- ✎ To provide information and facilitation support for effective school board governance.
- ✎ To support boards of education in maintaining effective governing policies.
- ✎ To provide research services to support informed decision-making by boards of education and the Association.



Barry Bashutski
*Senior Director of Education
Services*

Activities

Board Development

The Association is frequently called upon to advocate the interests of boards of education regarding school program issues. The Association ensures a voice for boards in the many advisory committees and forums organized by Saskatchewan Learning, the Saskatchewan Teachers' Federation and other organizations.

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 provision of resources including 18 modules that define key aspects of effective school board governance.

Results for 2006- 2007 Board Development include:

- ✎ A schedule of events for the year entitled 'Trustee Education and Board Development' was distributed to boards of education in September.
- ✎ 5 boards of education requested facilitation support for their organizational meeting and orientation for new board members.
- ✎ 2 boards requested a workshop on board monitoring of results.
- ✎ 1 board requested facilitation of a planning retreat.
- ✎ New resource materials for performance reviews and board monitoring were developed for boards of education.
- ✎ Two sessions of the 'School for New Trustees' were offered with 20 newly elected board members participating.
- ✎ A workshop for board chairs was offered on December 6-7 in Regina with 21 board members participating.
- ✎ The March 8-9 Spring General Assembly focused on 'Equity and Excellence in Our Schools' and was attended by 175 people. Event evaluations were very positive especially for writer Marny Duncan-Cary, the presentation on understanding poverty and the keynote by Leroy Sloan.

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). This initiative has increased the Association's internal capacity. Since restructuring, 15 boards of education in Saskatchewan have invested time to work with an Association facilitator to establish the suggested strategic board governance policies.

-  Six boards of education requested support in facilitating the governance health check up and the performance review of the director of education.
-  One board of education is currently working with an Association facilitator to develop the Board's Strategic Governance Policies.
-  Requests for information and coaching are ongoing.

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 the following research and development projects in 2007:

-  To develop a program framework and modules for HR administrators defining effective practices for human resource management in school divisions.
-  To support the development of a recommended framework and resources to support effective practices for superintendent performance reviews.
-  To develop a discussion paper for boards to inform options for assessing and collecting property taxes.
-  To develop a guidebook for board business continuity planning with a focus on pandemic preparedness.
-  To develop a resource guide for school divisions regarding issues related to early childhood programming including transportation and facility guidelines.






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

Professional Development

The Association's budget principles highlight a learning environment for staff. Annual professional development plans ensure skill sets that enhance support to boards.

-  Completion of Level One of Organization Coach Training – College of Executive Coaching
-  NSBA Board Developers networking forum
-  All staff attended a two-day Aboriginal Awareness training
-  All staff participated in a half-day team building seminar

Value Added Services

-  19 years of serving boards of education with the Association
-  Represents and advances the interests of boards regarding issues related to the school program, program delivery and assessment of student achievement.
-  Represents boards in developments related to the Educational Technology Consortium and CommunityNet.
-  Offers on-site facilitation and coaching services to support board planning and team building as well as to assist in establishing effective governing policies and operational procedures.
-  Has defined a framework for Board of Education Operational Policies and Procedures and is working to coordinate support board of education maintenance of Operational Policies and Procedures.

2007 ASSOCIATION BUDGET

Milton & Associates CHARTERED ACCOUNTANTS

AUDITORS' REPORT

To the Members of
The Saskatchewan School Boards Association

We have audited the balance sheet of The Saskatchewan School Boards Association as at December 31, 2006, and the statements of revenue, expenditure and net assets and cash flows for the year then then ended. These financial statements are the responsibility of the Association's management. Our responsibility is to express our opinion based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatements. An audit includes examining on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates used by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Association as at December 31, 2006, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Milton & Associates

Chartered Accountants

March 12, 2006

THE SASK

	Operatin
	<u>Fund</u>
CURRENT	
ASSETS	\$91,
Accounts	<u>38,</u>
receivable	
Prepaid	130,

Excerpt from the December 31, 2006 Auditor’s Report

THE SASKATCHEWAN SCHOOL BOARDS ASSOCIATION
STATEMENT OF REVENUE, EXPENDITURE AND NET ASSETS
YEAR ENDED DECEMBER 31, 2006
 (with 2005 figures for comparison)

	<u>Operating Fund</u>	<u>Benefits Fund</u>	<u>Insurance Fund</u>	<u>Total 2006</u>	<u>Total 2005</u>
REVENUE					
Membership fees	\$2,178,523	\$ -	\$ -	\$2,178,523	\$2,153,082
Premiums	-	6,830,381	2,053,834	8,884,215	7,952,770
Investment & sundry	241,633	116,217	531,646	889,496	1,515,553
Association events	139,485	-	-	139,485	233,071
Association operations and building	149,440	-	-	149,440	105,004
Education services	<u>455,591</u>	-	-	<u>455,591</u>	<u>409,984</u>
	<u>3,164,672</u>	<u>6,946,598</u>	<u>2,585,480</u>	<u>12,696,750</u>	<u>12,369,464</u>
EXPENDITURE					
Governance executive	269,371	-	-	269,371	351,943
Executive director/administration	443,555	-	-	443,555	159,234
Association operations and building	334,830	-	-	334,830	499,631
Advocacy services	195,431	-	-	195,431	112,169
Education services	560,495	-	-	560,495	558,251
Corporate services	1,072,791	423,748	97,482	1,594,021	1,745,202
Claims/carrier	-	6,576,882	1,402,232	7,979,114	7,124,843
Depreciation	<u>32,134</u>	-	-	<u>32,134</u>	<u>32,134</u>
	<u>2,908,607</u>	<u>7,000,630</u>	<u>1,499,714</u>	<u>11,408,951</u>	<u>10,583,407</u>
NET REVENUE (LOSS)	256,065	(54,032)	1,085,766	1,287,799	1,786,057
NET ASSETS, BEGINNING OF YEAR	<u>1,578,106</u>	<u>2,162,556</u>	<u>6,621,891</u>	<u>10,362,553</u>	<u>8,576,496</u>
NET ASSETS, END OF YEAR	<u>\$1,834,171</u>	<u>\$2,108,524</u>	<u>\$7,707,657</u>	<u>\$11,650,352</u>	<u>\$10,362,553</u>

Excerpt from the December 31, 2006 Auditor's Report

REVENUE

Membership fees
Premiums
Investment and sur
Association events
Building
Education services

THE ASSOCIATION





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