

# Staff Report



November 5, 2024

**To** Board of Education (Public Meeting)

**From** Sean Nosek, Superintendent/CEO

**Re** **Human Resources Department – Strategic Plan Progress Report**

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This report is presented to the Board for information.

**BACKGROUND:**

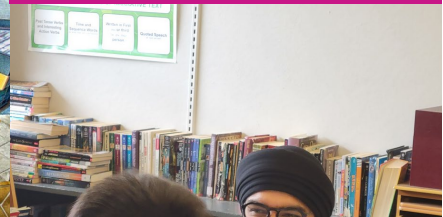
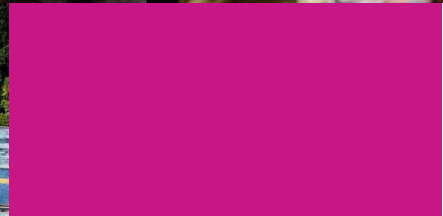
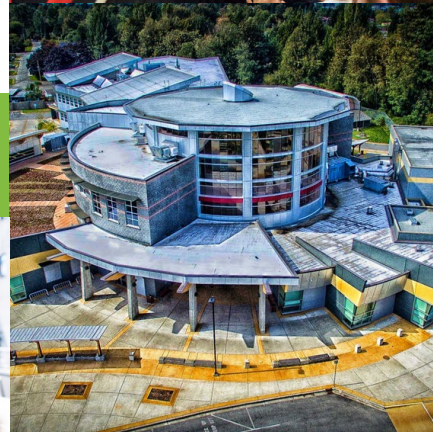
Patricia La Framboise-Lo, Associate Superintendent, Human Resources will provide a progress report to the Board highlighting achievements related to Strategic Goals 4.1, 4.3, and 4.4 in the 2032-24 school year. The progress report will outline specific performance measures along with an update on the operations of the Human Resources Department and a look at the road ahead.



# Human Resources Strategic Plan Progress Report

**PATRICIA LA FRAMBOISE-LO**

Associate Superintendent,  
Human Resources  
November 5, 2024



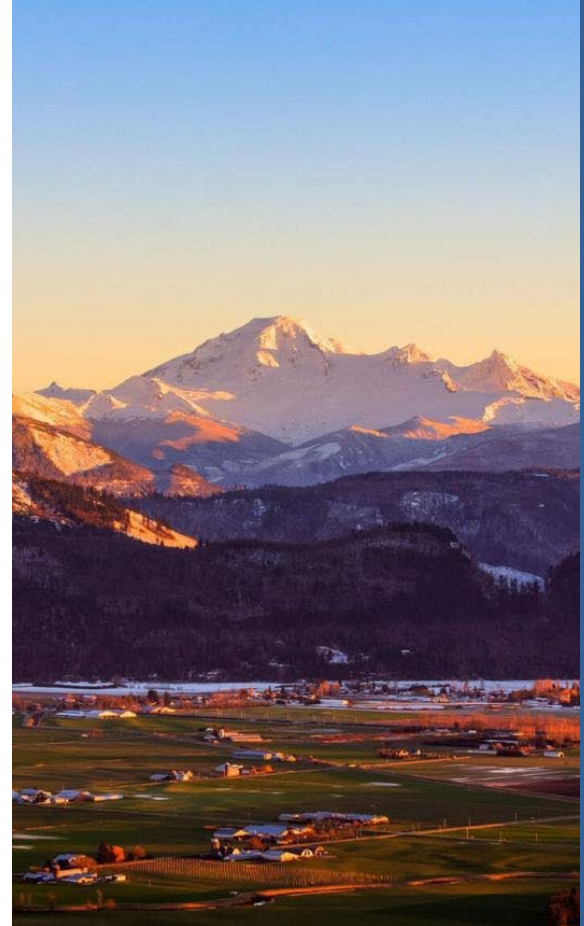
# Our Department & Strategic Focus



# About Our Department

The Human Resources Team provides a fulsome and comprehensive suite of HR services to our 3,000 employees across the district:

- Recruitment & Retention
- Staffing & Benefits Administration
- Labour Relations
- Wellness & Culture
- Health & Safety
- Disability Management & Return to Work



## Strategic Plan Pillar Connected to Our Work...

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### Student Success

Our students will be engaged, challenged, and prepared for a lifetime of success.



### Optimized Resources

We will be creative and responsible in the management of our educational resources.



### Engaging Opportunities

We will provide engaging opportunities for every member of our organization to contribute to student success.



### Progressive Workforce

We will provide a workplace that fosters creativity, inspires excellence, and challenges everyone to embrace growth.



# Looking Back: 2023/24 School Year



## OBJECTIVE:

**Increase workforce capacity and engagement**



## ACTIVITIES:

Review practicum programs and enhance practicum student experience

**Status: On Track**

Implement enterprise resource planning system to enhance functionality and workflow

**Status: On Track**

Design and implement an employee engagement survey

**Status: Complete**

## External Recruitment

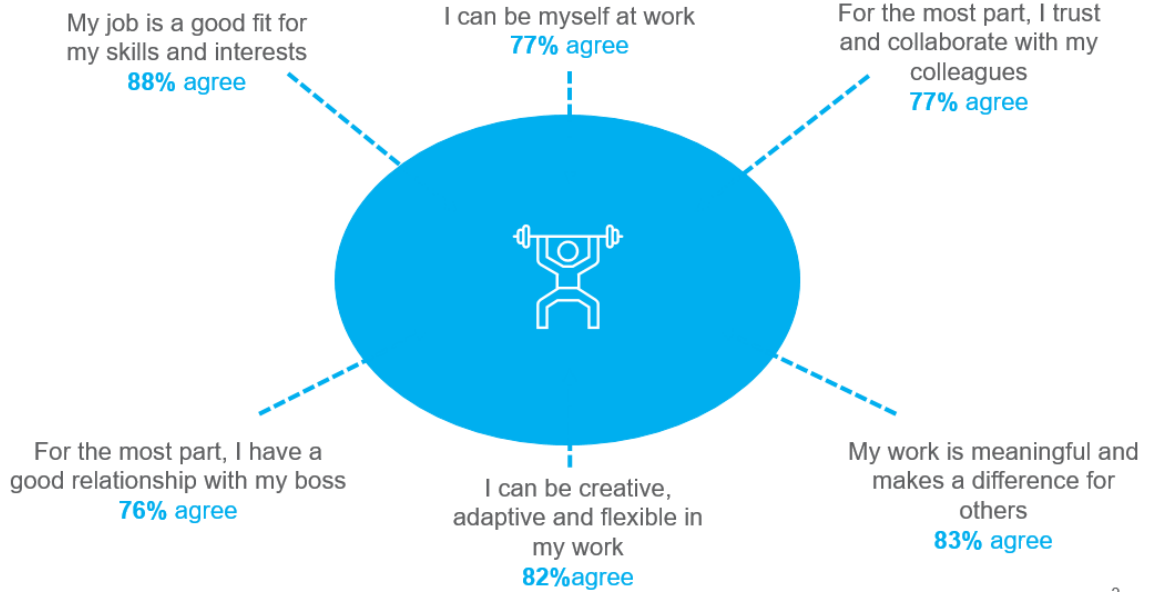
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	2021-22	2022-23	2023-24
Teachers	132	172	194
Support Staff	176	185	151



# Employee Engagement Survey

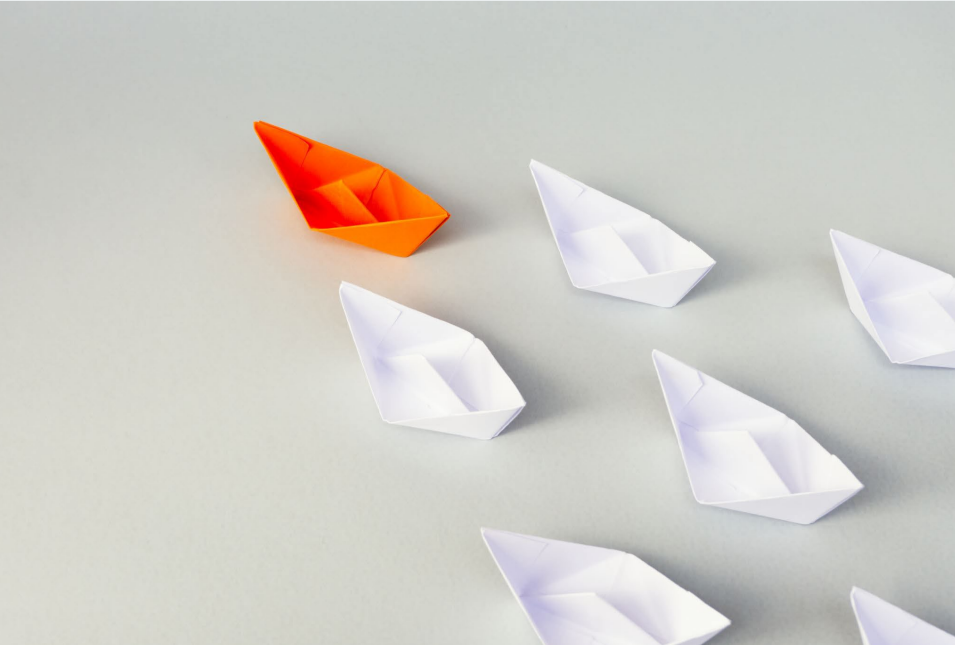
- 63% overall engagement
  - Talent, Skill and Knowledge
  - Trust, Safety and Belonging
  - Meaningful Work
  - Agency and Wellbeing





## **OBJECTIVE: Enhance leadership excellence**

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Improve the skills and competencies of school and operations leaders to support healthy, engaging work environments

### **Implement revised Principal Induction Academy program**

**Status: Complete**

### **Implement strategies and resources to strengthen leaders' coaching practices**

- Targeted learning opportunities to new and aspiring leaders

**Status: Complete**

# District Leadership Programs



	Leadership Academy (Teacher/Support/Ops Stream)	New Leader Induction	Mentoring Program	Leadership Workshop Series
Intake	May/June (application process)	Rolling, as promoted	Rolling, as promoted	N/A
Structure	1 session/month over 2 years	3 days + 1 session/month over 1 year	1 meeting a month over 1 year	Minimum of 3 workshops/year
Aspiring Leaders				
Teachers	✓	N/A	✓	N/A
Support	✓	N/A	✓	N/A
Ops/Exempt	✓	N/A	✓	N/A
New Leaders				
VPs	*	✓	✓	✓
Ops/Exempt	*	✓	✓	✓
Confirmed Leaders				
Ps/District Ps	*	*	✓	✓
Ops	*	*	✓	✓
Sr. Leaders				
SLT				✓
Directors				✓

✓ Mandatory Requirement

✓ Optional

\*Completion of the preceding leadership programs will be pre-requisites in order for internal candidates to be considered for promotion to the next level.

## OBJECTIVE:

### Enhance the health and safety of employees

## ACTIVITIES

Enhance the violence prevention program by conducting site-based risk assessments

- 10% increase in completed assessments

**Status: On Track**

Enhance awareness and access to strategies and resources available to support health and well-being

- 10% increase in EFAP utilization

**Status: On Track**

A graphic featuring a light blue background with several blue pencils scattered across it. A dark grey rectangular box in the bottom left corner contains the text "School Start Up Reminders 2023-2024".


School Start Up Reminders  
2023-2024

A graphic showing a group of people's hands reaching towards the center, with a bright light source in the background. A dark grey rectangular box in the bottom left corner contains the text "OH&S Update Asbestos & Communicable Diseases".

OH&S Update  
Asbestos & Communicable Diseases

A graphic with a dark background featuring a crowd of stylized human figures. One figure in the center is white and has its arms raised. A dark grey rectangular box in the bottom left corner contains the text "AbbySchools JOHSC Manual".

AbbySchools JOHSC Manual

A graphic with a dark background featuring a row of white lightbulbs. One lightbulb at the bottom center is yellow and glowing. A dark grey rectangular box in the bottom left corner contains the text "Workplace Violence Prevention for Leaders".

Workplace Violence Prevention for Leaders

## Highlights & Successes

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- Implemented new Uncertified Employees Teaching on Call (UETOC) with Union collaboration
- Enhanced recruitment efforts of university teacher candidates placed in our schools
- SparkRock (ERP) implemented
- E-course for leaders focused on workplace violence prevention

## Emerging Areas of Need

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- Recruiting
- Organizational stress
- Strengthening labour management relations
- Employee wellness

# Looking Ahead: 2024/25 School Year





## Future Plans

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- Leveraging existing and forming new partnerships to enhance recruiting
- Employment Engagement Check-In Survey
- Engagement with organizational leaders and employees
- Develop new programs and partnerships to enhance employee wellness and psychological safety
- Employee Orientation/Onboarding and Offboarding

## Strategic Plan Implementation

The Abbotsford School District is committed to ensuring a world-class, innovative, and individualized educational experience for every student. As the largest employer in the city, we have over 2,600 full and part-time teaching and support staff who are dedicated to helping students succeed.

Our commitment to our vision is brought to life through the four pillars of our strategic plan:



STUDENT  
SUCCESS



OPTIMIZED  
RESOURCES

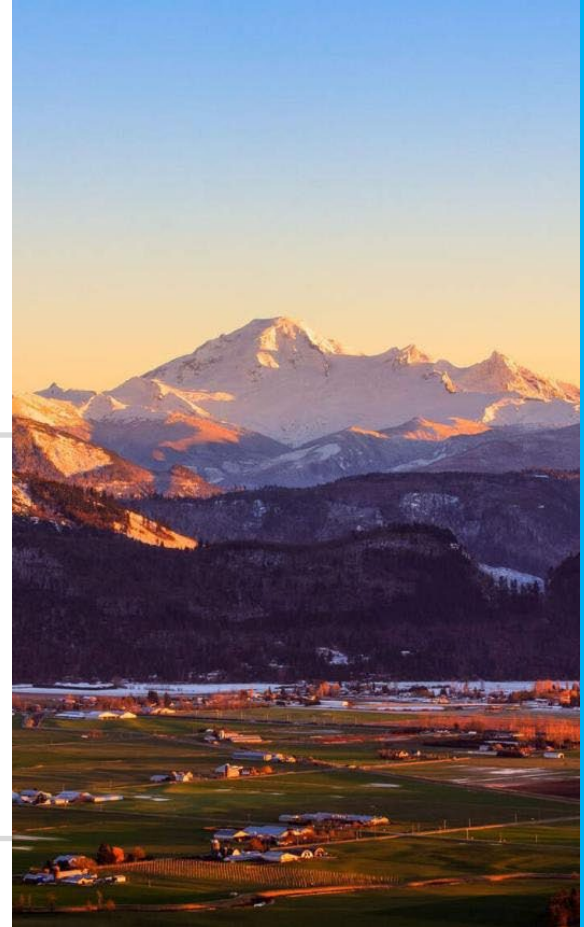


ENGAGING  
OPPORTUNITIES



PROGRESSIVE  
WORKFORCE

**11 Goals | 200+ Projects & Initiatives**



Thank you.

# Questions?





# **Objectives progress report**

## **Strategic Plan 2023-24**

Reporting dates not set

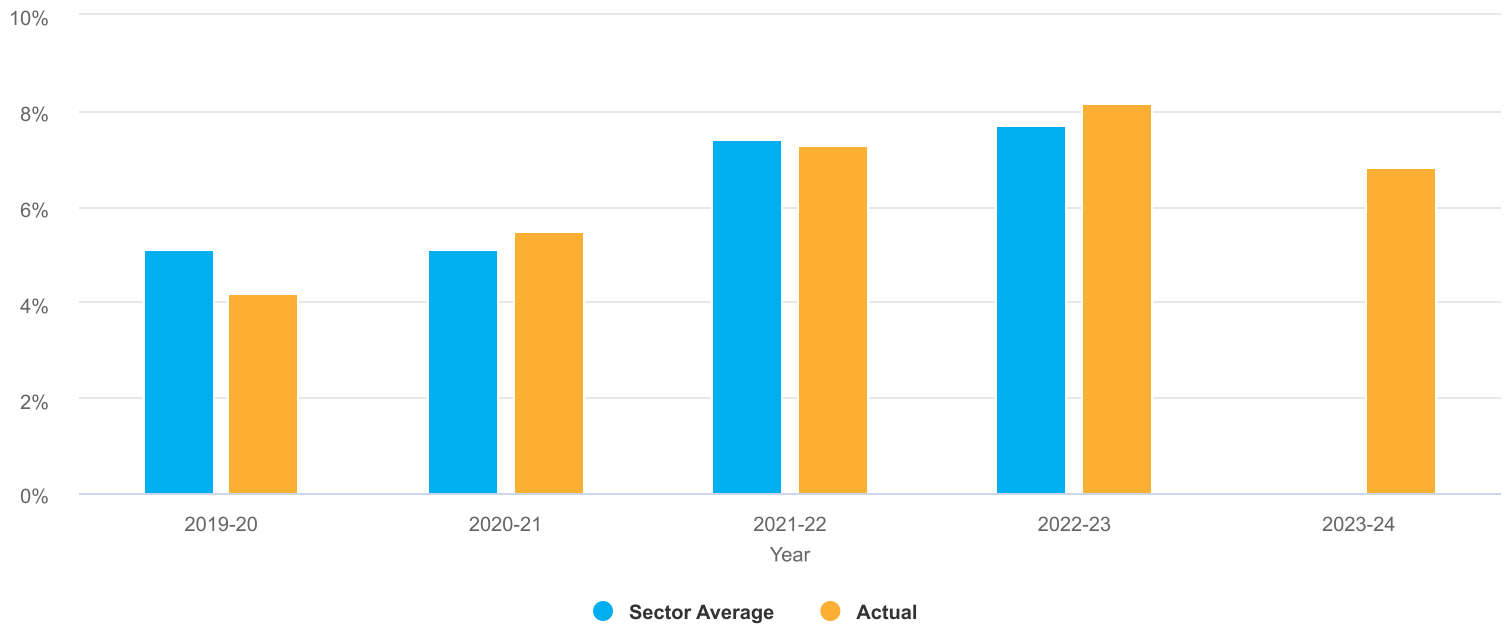
Report Created On: Oct 31, 2024

**Objectives 4.1** Progress 69%

Increase workforce capacity and engagement.

Owner: Sean Nosek

**Employee Turnover**



**Staff Engagement Rate**

Year	Actual
2023-24	56%

**Activity 4.1.1** Jul 01, 2023 - Jun 30, 2024 Progress 100%

Design and implement employee engagement survey.

Owner: Patricia Laframboise-Lo

**Activity 4.1.2** Jul 01, 2023 - Jun 30, 2024 Progress 0%

Review practicum programs and enhance practicum student experience.

Owner: Patricia Laframboise-Lo

**Activity 4.1.3** Jul 01, 2023 - Jun 30, 2024 Progress 91%

Increase the capacity of support staff to implement inclusive practices and programs

Owner: Nathan Ngieng

**Work Plan**

1. Offer targeted professional learning opportunities for support staff.
2. Increase symmetry of professional learning of support staff with teaching staff
3. Increase connection between school support staff and district staff.

**Activity 4.1.4**

Jul 01, 2023 - Jun 30, 2024

Progress 85%

Implement enterprise resource planning system to enhance functionality and workflow.

Owner: Patricia Laframboise-Lo

**Objectives 4.2**

Progress 73%

Achieve excellence in teaching.

Owner: Sean Nosek

**Activity 4.2.1**

Jul 01, 2023 - Jun 01, 2024

Progress 50%

Enhance competency-based instruction and assessment.

Owner: Bruce Cunnings

**Work Plan**

1. Support understanding and implementation of a planning matrix and the use of learning targets
2. Support the development of Indigenous focused units that are inquiry and competency based
3. Provide inquiry and design-thinking support
4. Provide opportunities to gather and use student data to move towards more competency-based and student driven instructional practices

**Activity 4.2.2**

Jul 01, 2023 - Jun 01, 2024

Progress 55%

Enhance the utilization of language and literacy strategies to support language learners.

Owner: Bruce Cunnings

**Work Plan**

Enhance teacher utilization and capacity using blended learning strategies to support MLLs.

Enhance teacher capacity to use culturally sustaining practices of MLLs

Enhance specialized training for district educators and administrators to support the language acquisition of MLs.

Enhance engagement and communication with community partners.

Enhance access to support for emergent bilinguals through structural review and changes for 6-12

Support teachers with connections and resources to support IWP in the additional language classroom and multicultural students in mainstream classrooms.

**Activity 4.2.3**

Jul 01, 2023 - Jul 01, 2024

Progress 75%

Enhance effective literacy instruction.

Owner: Bruce Cunnings

**Work Plan**

1. Develop a comprehensive literacy framework
2. Skills and structures for reading in elementary school - pillars - scope and sequence - assessments- strategies
3. Develop professional opportunities to learn the why what and how to implement a comprehensive and structured literacy plan.
4. In-service the comprehension tool kit - Middle School
5. Changing results for literacy learners K-5
6. Powerful writing series - Adrienne Gear

**Activity 4.2.4**

Jul 01, 2023 - Jul 01, 2024

Progress 80%

Enhance competency-based numeracy strategies and skills.

Owner: Bruce Cunnings

**Work Plan**

1. Math manipulative workshop series to share strategies to develop conceptual understanding
2. Book studies to explore how we want students to experience math and how to develop curricular competencies
3. Support implementation of SNAP as Fall and Spring assessment in Middle and how to use the data meaningfully
4. Provide school based professional development for middle
5. create "Learning Progressions" focused on number sense and operations k-8
6. Implement a "Math Residency" 1 day a week for 6 weeks giving sustained support to implement competency-based math instruction through demos, co-teaching, and co-planning
7. Middle Math Enthusiast Meetings 3 times a year

**Activity 4.2.5**

Jul 01, 2023 - Jul 01, 2024

Progress 83%

Enhance the effectiveness of the mentorship program.

Owner: Bruce Cunnings

**Work Plan**

Collaborate with HR to identify and connect with teachers new to the district and new to contracts

Regularly visit schools to welcome, connect, and check-in with early career teachers and those new to our district.

Organize and facilitate a mentorship community retreat for mentors and mentees participating formally in the mentorship program.

Facilitate monthly mentorship community events which include relevant learning and community building opportunities for early career teachers.

Building university connections with UFV, SFU, TWU, and UBC teacher education departments who regularly have teacher candidates completing practicums in our district by leading visits in our schools and offering presentations.

Attend career fairs with HR and District Staff to promote teaching in our district and highlighting supports for new teachers.

Organize new teacher orientations/welcomes and attend HR and ATU new teacher events

Expand opportunities for mentors and mentees to gather and engage in learning focused conversations.

Provide mentor learning opportunities for mentors to develop and strengthen mentoring and coaching skills

Organize and facilitate summer learning sessions, Pro D sessions, book studies, and a series of classroom management sessions intended for early career teachers

**Activity 4.2.6** Jul 01, 2023 - Jun 30, 2024 Progress 80%

Increase the capacity of teaching staff to design and implement inclusive practices

Owner: Nathan Ngieng

**Work Plan**

1. Provide structured support and professional learning for early career LSS teachers.
2. Provide support and professional learning opportunities for school teams to develop and implement Tier 1 strategies and supports.
3. Provide structured support and professional learning for school teams to develop and implement Tier 3 targeted programming for students with complex needs.
4. Foster the creation of connections between school LSS staff and with district LSS staff.

**Activity 4.2.7** Jul 01, 2023 - Jun 30, 2024 Progress 88%

Create safe, accountable and inclusive school environments that are responsive to the diversity of our communities.

Owner: Nathan Ngieng

**Work Plan**

1. Increase staff capacity to implement evidence-based strategies related to mental health and wellness.
2. Increase staff capacity to implement universal strategies that promote holistic interventions for social-emotional learning.
3. Implement anti-racism and anti-discrimination education and strategies for all staff.
4. Increase participation in Nonviolent Crisis Intervention training.
5. Support school teams through recovery/to return to work after safety events involving students.

**Objectives 4.3** Progress 58%

Enhance leadership excellence.

Owner: Sean Nosek

**Activity 4.3.1** Jul 01, 2023 - Jun 30, 2024 Progress 85%

Implement revised Principal Induction Academy.

Owner: Patricia Laframboise-Lo

**Activity 4.3.2** Jul 01, 2023 - Jun 30, 2024 Progress 50%

Implement strategies and resources to strengthen leaders' feedback and coaching practices.

Owner: Patricia Laframboise-Lo



**Activity 4.3.3** Jan 13, 2023 - Jul 06, 2024 Progress 39%

Support and monitor Elementary school leaders' social learning groups for impact.

Owner: Carla Danielsson

**Work Plan**

1. Establish whole group priorities pvp learning
2. Co-create areas of inquiry connected to school plans.
3. Establish group norms and individual leadership role within each learning group.
4. Monthly time dedicated to inquiry questions. Support and monitor for impact. Connect others to the work.
5. Mid-year check in/sharing out at December Levels Meeting.
6. PVP group presentations at May and June Levels Meetings.

**Objectives 4.4** Progress 64%

Enhance the health and safety of employees.

Owner: Sean Nosek

**Employee Absences**

Employee Absences	2020-21	2021-22	2022-23	2023-24
Abbotsford SD	11.1	12.7	13.9	12.0
National Average	11.1	12.8	12.8	13.1

Average absent days per employee

**Activity 4.4.1** Jul 01, 2023 - Jun 30, 2024 Progress 0%

Develop and implement Facilities OHS program.

Owner: Greg Forbes-King

**Activity 4.4.2** Jul 01, 2023 - Jun 30, 2024 Progress 100%

Enhance violence prevention program by conducting site-based risk assessments.

Owner: Patricia Laframboise-Lo

**Activity 4.4.3** Jul 01, 2023 - Jun 30, 2024 Progress 100%

Enhance awareness and access to strategies and resources available to support health and well-being.

Owner: Patricia Laframboise-Lo

**Activity 4.4.4**

Jul 01, 2023 - Jun 30, 2024

Progress 54%

Proactively Implement Evidence-Based Skills and Strategies that Foster Strong Relationships and Create Safe Learning Communities for Students and Staff.

*Owner: Nathan Ngieng*

**Work Plan**

Strategies:

- Pro-active, Prevention skills and knowledge training (CPI, Brain Friendly Strategies, Relationship Building)
- Nurture Communities of Practice
- Focus on Tier 1 strategies for all learners
- Interdisciplinary Team approach and co-planning

Professional Learning on Evidence-Based Practices for:

- Building Relationships and Connection
- Inclusive Brain Friendly strategies for all learners
- Supports for students with autism
- Supports for students with intensive behavior support needs
- Communication (AAC, DHH, Vision)