

TRAINING



RESUME



LEADERSHIP

POTENTIAL



PERFORMANCE



RESEARCH



SKILL



EMPLOYEE



RECRUITING



SCHOOL DISTRICT NO. 73
(Kamloops-Thompson)

Human Resources Annual Report

School District No. 73 (Kamloops-Thompson)

February 2026

Secwepemcúl'ecw yi7élye ell, re tmicws re Secwepemc n7élye.

School District No. 73 (Kamloops-Thompson) acknowledges that we reside in Secwepemcúl'ecw and recognizes the Secwépemc as the keepers of their traditions and knowledge.

We are grateful to be guests on the territory of seven Secwépemc First Nations: Tk'emlúps te Secwépemc, Sexqeltqin (Adams Lake Indian Band), Skwláx te Secwepemcúl' ucw, Neskonlith, Simpcw, Pellt'iq't (Whispering Pines Clinton Band), and Skítsesten (Skeetchestn Band).



Congratulations!

Our Mission: Supporting learning opportunities and environments which inspire students to thrive.

Our Vision: Fostering educated and resilient citizens empowered to contribute to a diverse, inclusive, caring, and sustainable society.

Our Values: Connections / Relationships, Equity, Well-being, Sustainability

SUMMARY

The 2025-2026 school year has been a challenging one for the Human Resources department, but the thirteen people who still comprise the team working in the basement of the School Board Office have met those challenges head on and are pleased to report our many successes in the third annual Human Resources Report.

Starting the year without a District Principal of Human Resources forced the remaining members of our team to become even more efficient and collaborative in our work and in our workflows. The team continues to excel at critical analysis of our processes and procedures. We are regularly scanning for operational efficiencies, service improvements, and cost savings measures.

Of course, the biggest focus of our work this year has been finding ways, daily, to create cost savings to the relief budget problem which is putting financial strain on our district. The team is very pleased to report that our work in this area has created a noticeable impact on employee attendance, without creating negative or unintended consequences throughout the district.

Our team is very proud of the many accomplishments in the areas of Employee Engagement, Health and Safety, Recruitment and Retention, and Privacy that you will read more about in the following pages.

The Attendance Awareness and Support Program (AASP) is our structured framework for supervisors to promote regular employee attendance. The Program establishes clear expectations, monitors attendance trends, and provides a consistent process for addressing concerning or excessive absenteeism. This approach diffuses Human Resources Department expertise across all of our District worksites. The program emphasizes early identification of issues, supportive conversations, access to wellness and medical resources, and individualized case management when needed. While recognizing legitimate absences and the District's duty to

accommodate, the AASP ensures supervisors and HR work collaboratively to maintain a healthy, reliable workforce, manage resources effectively, and uphold a positive, productive work environment.

The transition from a single manager overseeing all medical leaves to a shared service model has significantly improved workload distribution and operational effectiveness. By reallocating workplace injury leaves to a dedicated Safety and Wellness Advisor, the disability focused role is now able to concentrate on non-work-related leaves, resulting in an estimated 20-25% reduction in active caseload.

The introduction of two Health and Safety Advisors has strengthened service delivery through increased specialization, efficiency, and consistency, while also providing necessary coverage during peak workload periods. This model ensures a continuity of support and reduces risk associated with staffing pressures. The dedicated focus on work-related leaves has demonstrated measurable success. Outcomes include strengthened support for WorkSafe BC objections, more timely case follow-up, and the development of individualized stay-at-work and return-to-work plans. These improvements have contributed to reduced absence durations, enhanced worker recovery and engagement, and decreased overall claim-related and operational costs.

As we review the first five months of the 2025-2026 school year and prepare for the second half, we are always looking to ensure the successes and challenges we address in Human Resources grow and improve Employee Engagement throughout our great district. In the spring of 2026, after a one-year hiatus, the district will once again survey all staff to find next steps as it relates to ensuring that everyone who works for School District No. 73 reports that the district is a great place to work, and feels positive about their ability to influence the direction of their school or department.

HUMAN RESOURCES

YEAR IN REVIEW

Key Programs

Department Mandate

During the 2025-2026 school year, the Human Resources department has continued to focus on the five key areas: Health and Safety, Labour Relations, Recruitment and Retention, Privacy, and Employee Engagement.

Highlights and Achievements



Reduce barriers impacting return-to-work time for employees with injuries and leaves. The team has put a focus on supporting all employees on leaves to feel connected to their worksite and support them in returning to work in a timely manner.



Continue to support district supervisors to develop a growth-oriented relationship with their direct supports that provides them with clear communication, support in their job role, and constructive feedback that makes all employees feel valued for their work and recognized for their accomplishments.



Ensure successful recruitment for all district openings no matter the employee group and develop a retention plan specifically for our rural employees.



CEA Certification Program
The new CEA Certification Program is designed and delivered in-house, incorporating best practices in the education support field. Developed with the full input and support of the Board-CUPE CEA Committee, the program focuses on the specific needs of students in our District. This part-time program will fully qualify graduates to work in schools as Certified Education Assistants starting in September 2026.

Wellness Budget

We were fortunate to experience minimal impact to the Wellness budget in 2025-2026 due to the continued support of senior leadership. This stability allowed us to maintain and expand a variety of wellness initiatives aimed at supporting employee well-being across the district.

Attendance Rates

While addressing attendance rates and increase in leaves has remained a focus for our team with the development of the AASP, these factors have provided an increased opportunity for new hires to move into positions faster than in the past, and provided those employees with increased stability and benefits.

Moving Forward

The team continues to build return to work/stay-at-work plans based on the informed guidance of appropriate healthcare practitioners. Collaboration with employees to identify and remove barriers that may impact their ability to attend or remain at work is challenging work considering current staffing levels in Human Resources. Despite this staffing challenge, the team continues to educate employees on available resources that support well-being such as the Employee Family Assistance Program through Members Health. We also continue to support schools through the provision of essential life-saving equipment and training including automated external defibrillators (AEDs), first aid certification, naloxone kits and training, and EpiPens for students who have not been formally identified with anaphylaxis.



SUCCESS STORY

Culture



The best thing about working in a classroom is that you can directly impact a student's life chances. The best thing about working in a school, is that you can directly support those individuals working in classrooms, by providing them with the conditions that allow them to thrive and succeed. The best thing about working in Human Resources is you get to impact all of that, directly and indirectly. Humans are our greatest resource and if we do really good work throughout the life cycle of every employee who works for School District No. 73, we will continue to grow and thrive as a district.

The Human Resources team has been very intentional the past two years on growing a culture in the basement of the School Board Office that allows our team to positively impact the entire district. We are intentionally focused on building safety among our team, sharing vulnerability, and establishing purpose each day. By doing so we have built, and continue to grow daily, a team that generates cohesion and cooperation which in turn allows us to function with a single mindset. We provide exceptional customer service to every member of our district no matter what the circumstances.

We believe that by building this culture among our team of thirteen very valuable and skilled professionals, we can then better directly impact the life chances of each student. There are two ways to make a school district better: hire better employees, and make those employees who already work for you, better. Our team takes the hiring and onboarding process seriously. Those choices and first interactions with a new employee have a lasting impression on the employee and have a ripple effect on the district. Perhaps more importantly, how our team supports and improves all our employees who already work for us, is an even greater focus of our team. We do this in a variety of ways which include but are limited to ensuring employee benefits are in place, that there are training programs available so that employees can experience success during their tenure with School District No. 73, and that there is always a department at the School Board Office that is supportive when needs arise no matter your role in the organization.

SUCCESS STORY

Performance Management

Performance Management is not a phrase to be feared. The team in Human Resources believes that performance management is not about evaluation. Instead, it is a philosophy that ensures that people are recognized for the hard work they do each day, in a personalized and meaningful way. It is a philosophy that ensures that when issues with conduct or competence are brought forward, they are addressed with integrity, fairness, aligned to our Collective Agreement obligations, and result in improved employee performance.

The Employee Engagement survey listed many areas of growth for our district. One of those areas is the level and quality of feedback that our employees receive as it relates to their job performance. As such the Human Resources team has worked closely with the Employee Engagement Committee, Support Managers, district leadership, and school leaders in creating structures and professional learning that support all supervisors in providing more and better feedback to employees.

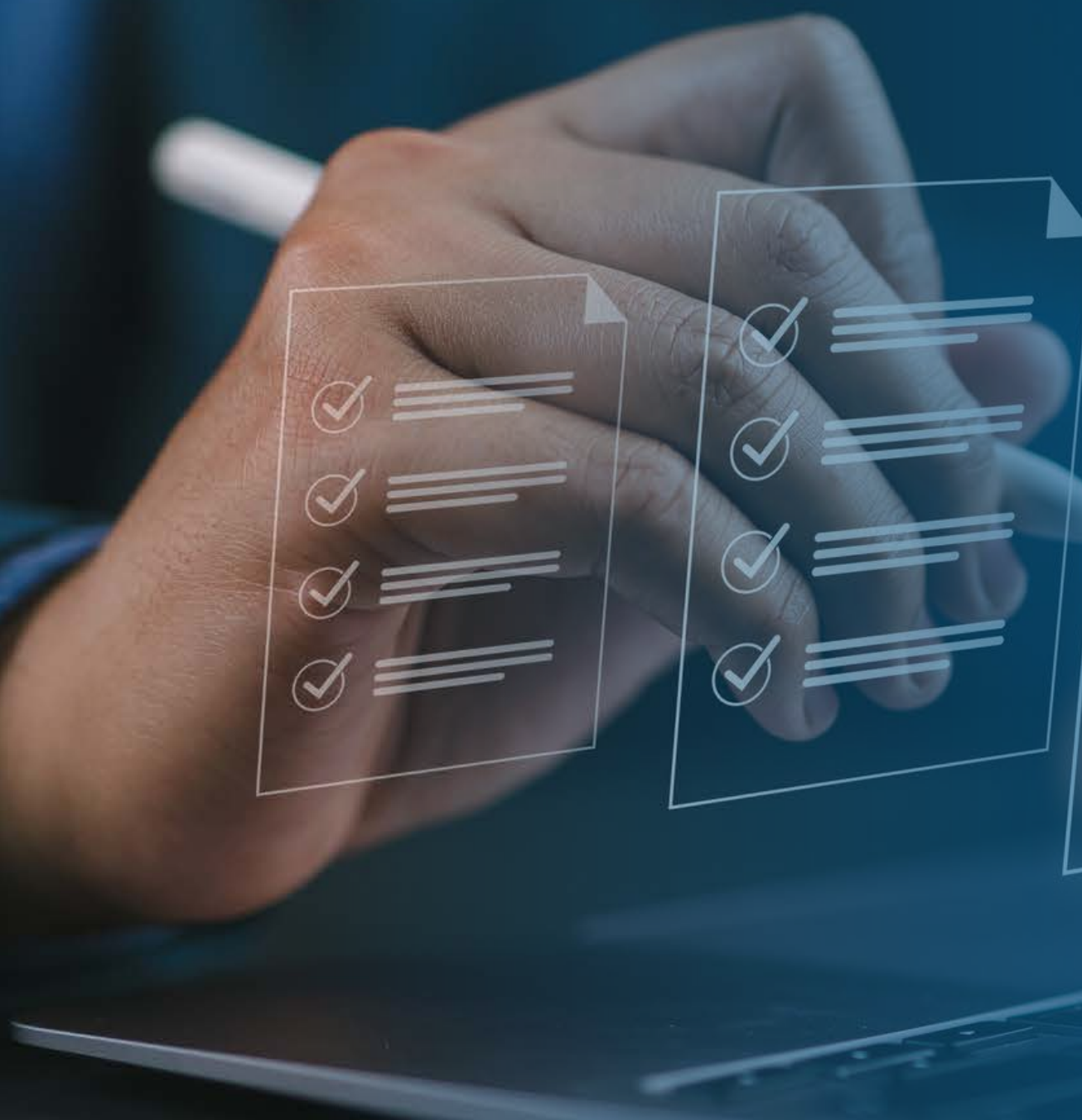
In the 2025-2026 school year the Human Resources team has supported several school leaders in coaching conversations with teachers and school level support staff. The team, despite the loss of a District Principal who led all this work in 2024-2025, continues to enact workplace investigations weekly to ensure a safe learning environment for staff and students. Several evaluations were initiated in the first half of 2025-2026 to ensure that quality learning environments exist in every classroom, and in every school. Thanks to the advocacy of Director McDonald and the support of district leadership, the team has put a revised evaluation process in place to support the growth, not the evaluation, of all excluded staff members.

Performance Management is about supporting the growth of employees each and every day. Thanks to the hard work of the Human Resources team, this work is always done with dignity, fairness and a growth-oriented mindset for everyone involved.



SUCCESS STORY

Employee Engagement



Growing Employee Engagement is at the center of all Human Resources work. Increasing engagement among our employees resulted in less retention challenges, greater performance, and most importantly, improved job satisfaction. Whether we are responding to yet another Freedom of Information request, finding a creative solution to a dispatch issue, or creating a new structure and workflow for Family Accommodation requests, we are constantly focused on the needs of our employees and continually asking ourselves “will this change positively impact Employee Engagement?”

In the spring of 2026, the district will once again engage with Flex Surveys to complete the district wide Employee Engagement survey. While all data from this survey is analyzed and actioned, there have been three areas of focus in 2025-2026: improving our communication as it relates to employee engagement, ensuring that our employees trust that the district will

act on the results of the survey, and providing increased levels of feedback about job performance. Based on this focus we are looking forward to seeing results from the survey this year to both celebrate our district accomplishments and plan next steps to take employee engagement to even greater heights.

It has been inspiring to see so many unique, meaningful ways that worksite supervisors have used to recognize the impact their teams are having on student learning. Throughout the spring of 2026, as we celebrate the OWL Award and Board Award of Recognition as part of this work, we will both continue to celebrate the achievements of our employees on the website and finalize the development of a toolkit of resources and suggested ways to recognize the hard work of our employees each and every day.



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