

# Developing a Long-term Recruitment Strategy for Teachers



**CASS**

College of  
Alberta School  
Superintendents



Continuing  
Education  
Program

# Welcome

# Introductions

## Presenters

**Michael McMann** is CASS President and Superintendent of Fort Vermilion School Division

**Christine Kennerd** serves as Superintendent of Human Resource Services at Edmonton Catholic Schools

**Crystal Jones** is Manager of Staffing at Edmonton Catholic Schools

**Stephanie Malkin** is the Recruitment & Retention Lead with Edmonton Catholic Schools.

**Edgar Schmidt** is an independent Leadership Consultant with CASS.

# Agenda

1. Welcome and introductions
2. Highlight of recent Alberta research on the education workforce
3. Presentation of Edmonton Catholic Schools
4. Presentation of Fort Vermilion School Division
5. Wrap up

## Recent Research Highlights

A research report was posted on the CASS website in August 2024:

**[Education Workforce Study: Teacher and Leader Recruitment and Retention in Alberta](#)**

An [Executive Summary](#) of the report was also prepared.

# Research Questions

- What are the current and future K-12 teacher workforce needs and trends in Alberta?
- What are the recruitment and retention strategies used by school authorities to address teaching and leadership workforce needs? How effective are these strategies according to system leaders?

## Scope and Limitations

- Conducted in Alberta
- All charter, francophone, public, and separate schools were invited to participate
- System education leaders with responsibilities for recruiting and retaining teachers and school-based leaders were surveyed

# Key Findings

63%

72%

In total, 54 of 86 (or 63%), of the invited school authorities across Alberta participated in the survey. All CASS Zones were represented, as were all school authority types (Charter, Francophone, Separate, Public).

The total student population represented by responding school authorities is 527,381 out of 732,203, which is 72% of the total student population of invited survey participants.

# Teachers

## TEACHERS



A cross-comparison analysis of several survey questions shows that trends from 2019 to 2023 indicate that it is more common for 10% or less of teachers to annually leave a school authority.

# School Leaders

## *SCHOOL LEADERS*



The five-year trend of school leaders leaving shows a stable rate with very little change within percentage categories. Like the teachers, it was more common for 10% or less of school leaders to leave on an annual basis.

# Graduates from Alberta Post-Secondary Teacher Education Programs



2180

The number of people who **completed their bachelor programs in Education** at Alberta post-secondary institutions was 2180 in 2023. However, not all graduates may have the appropriate background or desire to fill school authority vacancies.

# Most Effective Recruitment Strategies

## **TEACHERS**



**Advertising** (e.g. career fairs, general education recruitment websites, local school division websites) and **benefits** (e.g. bursaries or awards for those committing to stay in the division, mileage incentives, family/partner supports) were the most common and effective actions responding school authorities took to recruit teachers.

# Least Effective Recruitment Strategies

## TEACHERS

The least effective recruiting action was advertising. Interestingly, advertising was both the most and least effective recruiting strategy for teachers.

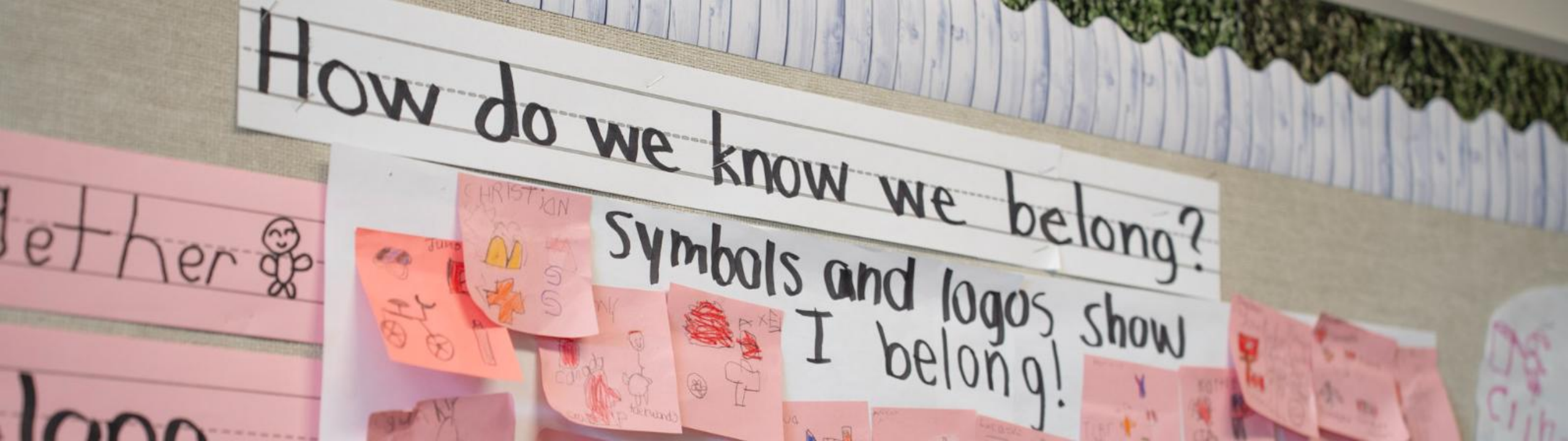
For example, actions such as participating in job-fairs or using education career websites were successful for some school authorities and not effective for others.

# Focus on Long-Term Recruitment Strategies

- What are some strategies to support the growing need for teachers in school authorities?
- What might work in the long-term?



# **Presentation by Edmonton Catholic Schools**



# TEACH WHERE YOU BELONG

Building Purposeful Pathways for the Next Generation of Catholic Educators in  
Edmonton Catholic Schools



# CASS

College of  
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Superintendents



## Superintendent Leadership Quality Standard

Quality superintendent leadership occurs when the superintendent's ongoing analysis of the context, and the superintendent's decisions about what leadership knowledge and abilities to apply, result in quality school leadership, quality teaching and optimum learning for all students in the school authority.

*ALBERTA EDUCATION MINISTERIAL ORDER #003/2020*



## Leadership Quality Standard

Quality leadership occurs when the leader's ongoing analysis of the context, and decisions about what leadership knowledge and abilities to apply, result in quality teaching and optimum learning for all school students.

*ALBERTA EDUCATION MINISTERIAL ORDER #002/2020*



# Learning Intentions

1. Recognize recruitment as a culture-driven strategy rooted in vocation, belonging, and purpose.
2. Explore ECSD's evolving recruitment and retention practices aligned with our brand: Teach Where You Belong.
3. Discover strategies for authentic engagement with future educators through partnerships, storytelling, and career pathways.
4. Understand how mentorship and job coaching support new teachers personally, professionally, and spiritually.
5. Identify every employee's role in recruitment and retention, emphasizing shared ownership.
6. Reflect on sustaining growth through data, collaboration, and generational awareness.



# Edmonton Catholic Schools

**95 schools**

**51,000+ students**

**3,244 teachers**

**Top 85 Employer**

# Workforce Research: Recent Alberta Findings



**CASS**

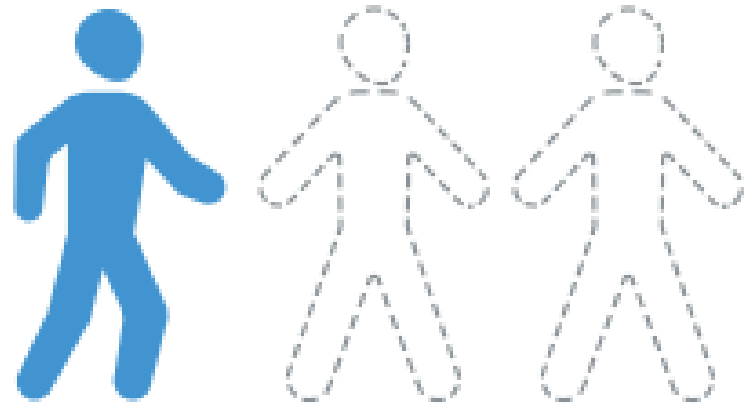
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College of Alberta School Superintendents, &  
Alberta Education. (2024, August).

# Anticipated Teacher Needs for September 2024



**974 to 2139**

Respondents were asked to consider their hiring needs for classroom teachers in relation to 2024-2025 school year. The respondents indicated that the **anticipated need for teachers ranged from 974 to 2139 positions**. The actual number of teachers hired depends upon confirmed teacher vacancies, the education funds provided through the provincial budget process, and internal allocation processes.

The number of people who **completed their bachelor programs** in Education at Alberta post-secondary institutions was **2180** in 2023. This indicates that there are slightly more people graduating with Bachelor of Education degrees than there are anticipated positions, however not all graduates may have the appropriate background to fill school authority vacancies.



**2180**

### What the global data is also saying...

- UNESCO is projecting a **shortage of 44 million teachers by 2030.**
- In Canada, teacher shortages are exacerbated among:
  - Substitutes
  - Specialized subjects
  - French language instruction
  - In rural and remote areas

EdCan Network. (2025). *Addressing the global shortage of education professionals*. <https://www.edcan.ca>





Edmonton Catholic Schools is now accepting applications for the position of  
**Recruitment and Retention Project Lead**

### **Position Overview:**

Human Resource Services invites applications for a two-year leadership opportunity as the Recruitment and Retention Project Lead.

This strategic leadership role will report to the HRS Staffing Manager and guide Edmonton Catholic Schools in its efforts to attract, welcome, and retain outstanding educators. This role involves developing strategic recruitment plans, analyzing retention data, and collaborating with relevant partners to ensure our workforce remains strong, cohesive, and aligned with our mission to provide a Catholic education that inspires students to learn and that prepares them to live fully and serve God in one another.

This role is designed for **Assistant Principals** with their continuous designation, eager to develop a division-wide lens and further their strategic leadership skills, with a view toward future opportunities in the principalship.

- Strategic Recruitment
- Retention/Attrition Analysis
- Onboarding and Development
- Replacement Staffing Management
- Recruitment Process Evaluation
- Catholic Teacher Recruitment

# Strategic Recruitment & Retention



## Leadership and Vision

- Recruitment and Retention Lead



## Early Connections

- Networking



## Pathways and Support

- Teaching and Support



## Culture of Recruitment

- It is everyone's responsibility

“ Teaching can never be separated from love... And one of the challenges of our societies today is that we no longer sufficiently value the immense contribution that teachers and educators make to the community in this regard. ”

**Pope Leo XIV**

# Table Engagement



How can your Division redefine belonging for educators?



Where can you begin building earlier, more meaningful connections?



How are you adapting recruitment for the next generation of teachers?

# Teaching as a Calling

Recruitment ≠ Filling Vacancies  
Recruitment = Purpose, Belonging, and Mission  
Empower Teachers' Passions and Talents  
Shift the Mindset Around Postings



# Understanding Today's Emerging Educators



- Authenticity & transparency
- Balance & wellbeing
- Collaboration & mentorship
- Diversity, inclusion, and purpose

# Building Authentic Recruitment Relationships

1

**Partnering early  
with post-  
secondaries  
(not just at  
practicums)**

2

**Engaging future  
teachers  
through  
storytelling &  
connection**

3

**Creating  
pathways from  
within:  
students →  
support staff →  
teachers**

4

**Supporting hard-  
to-fill roles  
(Early Learning,  
Languages,  
Inclusive Ed,  
CTS/CTF)**

# Supporting Our New Educators



- ECSD Application Information Night
- ECSD Application Support
- Beyond the Walkthrough: Building Connection at Lumen Christi
- Spring Networking Event

# Job Coaching & Mentorship



- Ongoing coaching and feedback loops
- Access to experienced mentors and instructional leaders
- Collaborative goal setting and professional growth plans

# Regular Check-ins



- Consistent check-ins for a strong start
- Spaces for reflection and growth
- A network where every teacher matters

# Building Relationships

- Fostering belonging through community and faith
- Creating spaces for collaboration and connection
- Celebrating successes and personal stories



# Table Engagement



How can your division redefine belonging for educators?

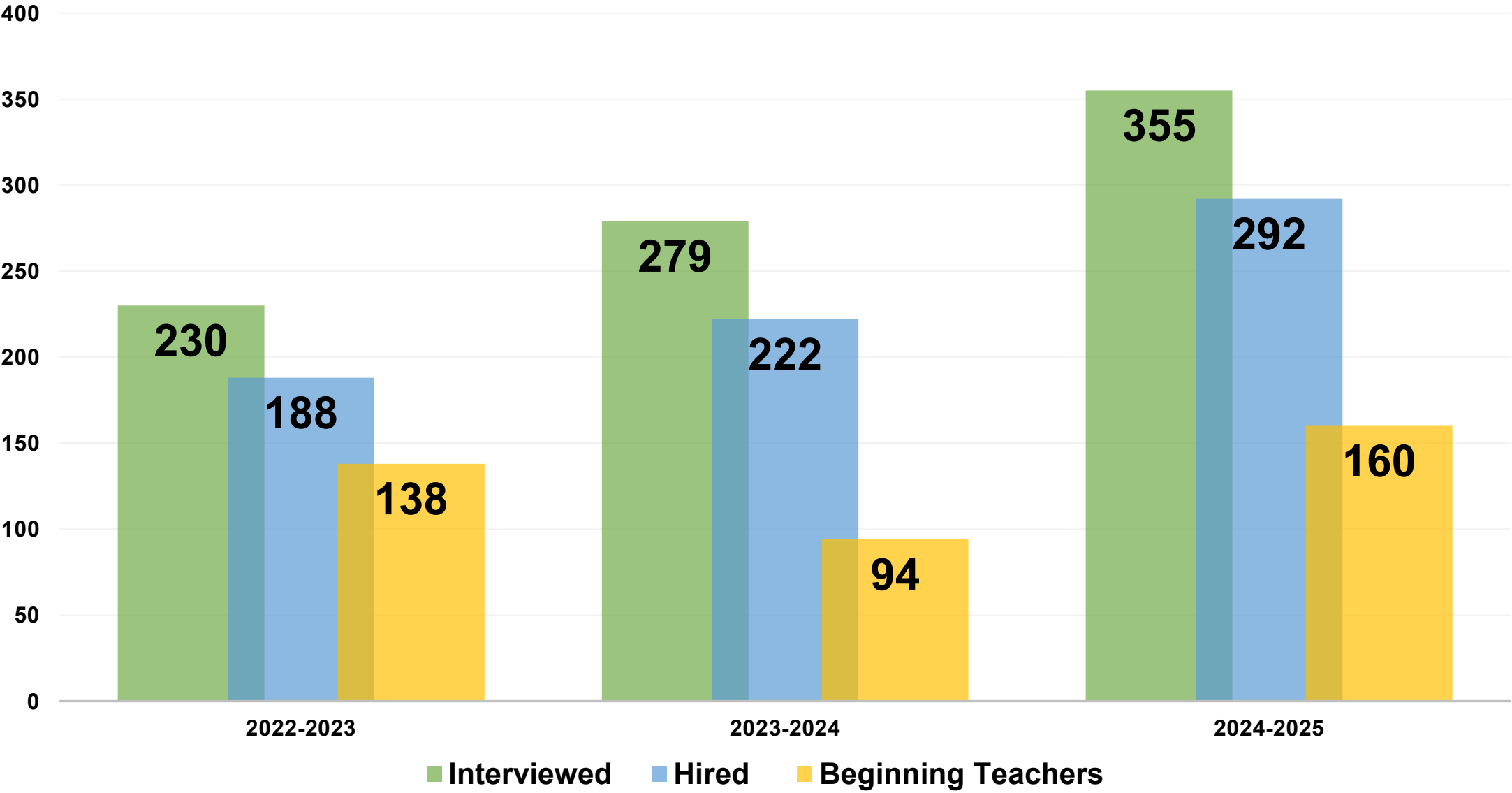


Where can you begin building earlier, more meaningful connections?



How are you adapting recruitment for the next generation of teachers?

# ECSD Recruitment Trends



# Recruitment Is Everyone's Responsibility

- **Be a Brand Ambassador:** Every interaction reflects ECSD's mission and values.
- **Share a Consistent Message:** Teach Where You Belong.
- **Lead With Culture:** Belonging and purpose comes first.
- **Commit to Continuous Growth:** Use feedback and data to strengthen our approach.



## Next Steps

**Shared ownership of retention across all departments**

**Further use of recruitment and retention data**

**Value experienced teachers while leveraging new teacher strengths**

**Clarify recruitment versus fill rate for school leaders**

**Strengthen the exit process and analyze trends in leaves**

**Collaborate with labour relations on workforce planning**



Fads fade and cycle, but the human desire to be taken care of never goes away.



**Will Guidara**



# Thank you!

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# Presentation by Fort Vermillion School Division

# Fort Vermilion School Division

- The 9 year Journey
- The challenges
- Playing within the rules
- The Success
- The White Paper

## New Program at NWPT

- Joined the Board Governors
- Developed a Plan for four years
- Figure out the Money
- Hire the Staff
- Play within the collective agreements
- Make it Happen



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**Thank you!**



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