



1999
ANNUAL REPORT
of the NLTA



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PRESIDENT'S MESSAGE



This Annual Report is intended to give teachers in Newfoundland and Labrador an overview of the many and varied activities undertaken by the Association on their behalf in 1998-99. This is the last Annual Report to be prepared in the 20th century and, within a few months, the Association will have spanned three centuries --; a feat that is truly remarkable.

Equally remarkable, perhaps, is the fact that so many changes and challenges have beset the profession in this past decade. Oftentimes we appeared to be operating in a survival mode, as one crisis after another was tossed our way. It does appear, however, that the worst of times may be behind us. The signing of a new Collective Agreement, including a resolution to the long - standing pension funding problem, may have set the stage for better times ahead --; better in so far as we can now focus our attention on the classroom and the many problems contained therein.

The operative word to describe the lot of teachers this past decade has to be uncertainty --; an uncertainty fueled mainly by a long and arduous process of educational reform. Except for the Avalon East District, educational restructuring has been virtually completed throughout the province, and we now have to ensure that the Association is structured to effectively deal with the realities of a newly restructured system. One obvious new reality for teachers is increasing workloads that, combined with other factors, have seriously eroded the quality of work life for teachers.

The factors that negatively impact on the quality of a teacher's work life are so multi-dimensional and interconnected that one hardly knows where to begin addressing the issue. My experiences suggest that one ought to target a specific initiative and put one's full energies and resources into addressing the irritants inherent in that initiative. For example, in theory, the special education policy espoused in Pathways to Programming and Graduation is supposed to be a means of developing individual programs for students of varying abilities. In reality, Pathways represents a nightmare for teachers and is the classic example of how not to implement policy.

In the few months remaining in my mandate, I pledge to leave no stone unturned in my efforts to have Pathways revisited by its designers, including a critical look at its implementation strategy, and then be revamped to better reflect the realities and practicalities confronting students and teachers in this province.

Meanwhile, let me conclude with an expression of sincere gratitude for the privilege of serving you for the past two years. Keep up the struggle and never lose sight of the fact that your working conditions are your students' learning conditions.

EXECUTIVE DIRECTOR'S MESSAGE



Our Annual Report summarizes the efforts undertaken by the Newfoundland and Labrador Teachers' Association on your behalf during the 1998-99 operating year.

This has been a unique year for your Association in many ways. The protracted, tedious, and sometimes divisive round of provincial bargaining has finally been brought to an end; we have been able to remove the shackles of uncertainty and frustrations that go with any set of negotiations and, since September of 1998, focus on the overriding educational issues that face all of us as professional educators. While these challenges are many and diverse, they do offer in some respects a breath of fresh air as we focus on the road ahead.

The uncertainties of our pension plan have finally been dealt with in a manner that offers long-term security for the pension plan and peace of mind for all of us as we struggled to put pensions on a solid foundation. The unexpected gains relative to service acquisition has enabled significant numbers of our colleagues to retire earlier than they had anticipated, and this, in turn, allows for the infusion of new blood and renewed enthusiasm with the next generation of teachers and NLTA leaders.

The Newfoundland and Labrador Teachers' Association was a major catalyst for education reform in this province. It took courage and foresight to break new ground; it will take even more determination to ensure that the education system that is developed from this point onward is of such a calibre so as to meet all the needs of our next generation. However, it is not sufficient that we as teachers work hard at this endeavour; we must collectively, as a vibrant organization, ensure that all of our partners in the educational enterprise work together as a dynamic team to see that the province's resources and the political will of all our elected representatives --; at whatever level of government --; are focussed on ensuring that a quality education system is the number one social priority of Newfoundland and Labrador. Second best will never equip our children, and their children, to excel in the twenty-first century.

As a key component of the infrastructure of NLTA, the professional staff at 3 Kenmount Road --; both administrative and support --; are dedicated to making your Association the best that it can be and a leader amongst equals across Canada. Your Association is extremely well respected across Canada, and we pledge our best efforts to continue that proud legacy.

NLTA Executive Director

GOVERNANCE



There are various levels of governance of the NLTA --; from elected office at the Provincial Executive Council to Branch Presidents in the field. The groups that provide governance are:

Provincial Executive Council

The Constitution and By-Laws place full and complete authority for the direction of the Association between Conventions with the Provincial Executive Council. The Council is elected biennially at Convention and consists of 12 members, inclusive of the president and vice-president. In addition, the immediate past-president, by virtue of the position, is an executive member for the year immediately following his/her term of office.

Joint Council

The Joint Council is comprised of Branch Presidents and Provincial Executive. It began as a liaison/discussion group and has now evolved into a decision-making body that assists in directing the work of the Association between Conventions. Governance of the Association, in reality, has become a shared responsibility between the Biennial Convention, Joint Council, and Provincial Executive. Joint Council usually meets twice during a school year.

Branches

An effective and efficient branch structure is essential to the success of the Association. Branches appoint their own officers and executive, manage their own affairs and set their own rules and by-laws subject to the laws and policies of the Provincial Association. There are presently 53 branches of the NLTA.

Special Interest Councils

There are presently 22 Special Interest Councils of the NLTA. The Councils are formed by a group of teachers, at least 25, who have an interest in an established subject area, a service area, an interdisciplinary group, or a particular area approved by the Provincial Executive Council. The councils are also governed by established Association policy.

Standing Committees

All committees are governed by the NLTA By-Laws and are appointed by the Provincial Executive Council. The Standing Committees are responsible to the Executive unless there is a specific direction to the contrary from Convention.

Finance and Property Committee

The Finance and Property Committee is comprised of Executive members only. Its purpose is to control and monitor all spending of the Association, and to maintain all properties of the Association, i.e. 3 Kenmount Road in St. John's and the President's house at 69 Stirling Crescent, St. John's. Activities of the committee for the past year included:

- monitoring the investments of the Association;
- approval for the installation of a new computer system at the NLTA building;
- completion of a replacement cost appraisal on the NLTA building;
- approval for the installation of a new roof for the NLTA building and have an air quality control system installed;
- preparation of draft budgets for 1999-2001 for presentation at Convention 1999.

Communications/Political Action Committee

The 1997-98 Communications/Political Action Committee was quite active last year, particularly with respect to negotiations and pensions. The committee had the specific mandate to prepare strategies to counter possible government pension legislation and to organize teachers for political action intended to enhance collective bargaining objectives. The committee acted in an advisory capacity to the President and the Provincial Executive Council.

The 1998-99 Committee has dealt with the review of several new publications and communications issues. It was also responsible for the development of the election advertising and ensuring that the NLTA had a presence in the 1999 Provincial Election. It is responsible for making recommendations to Provincial Executive on all issues relating to communications and political action.

Professional Issues in Teaching Committee

The Professional Issues in Teaching Committee (PITCOM) makes recommendations to Executive on professional development issues. The committee makes decisions respecting the Roy C. Hill Award, the Barnes Award, the Centennial Fund projects, and Project Overseas. It develops guidelines for any new programs to be administered through the Professional Development Division. In this past year guidelines were developed for the Professional Development Fund which provides opportunities for teachers to avail of professional development outside the province and for support of organizations and groups to offer professional development opportunities.

Curriculum Committee

The Curriculum Committee has been firmly reestablished and has been extremely active in promoting the recommendations in Special Matters: A Report of the Review of Special Education. The NLTA position paper, The Crisis in Student Support, was part of a strong lobby to delay the implementation of the Department of Education's Pathways document. As well, the committee held a number of special meetings with Department of Education officials to discuss important issues of interest and concern.

Equity Issues in Education Committee

The Equity Issues in Education Committee has completed the homophobia education and awareness campaign started by last year's committee. Brochures and posters were designed and produced for distribution to each of the province's junior and senior high schools. This year the focus has been on issues of equity for one particular group within our membership --; substitute teachers. We will be assisted in the delivery of our student workshop this year by the Canadian Red Cross who will conduct a seminar with Grade 8 students in the Grand Falls-Windsor area on the topic of violence and conflict resolution.

The Membership Benefits and Services Committee

The current Membership Benefits and Services Committee is serving the second year of its two year term. It has responsibilities for issues dealing with Benefits and Economic Services as well as in the area of Branch Operations. During its term, the committee has conducted a survey of teacher concerns related to participation on School Councils, gathered information on the role of Department Heads, recommended recipients for the Special Recognition and Bancroft Awards, overseen the Pre-Retirement Seminars, established School Board-Teacher Liaison Committees, revised Association Policy, made recommendations to Executive on resolutions to the BGM which fall within the committee's area of responsibility, and discussed other issues related to teacher benefits and services.

Group Insurance Committee

The Group Insurance Committee consists of:

- Trustees --; a seven person Board of Trustees, appointed and answerable to the Provincial Executive of the Association. Under the terms of the legal Deed of Trust, the Trustees are given the mandate and responsibility for overseeing the operation of all aspects of the Group Insurance Plan.

- Johnson Incorporated --; as Plan Administrator and consultant, Johnson Incorporated advises Trustees on the status of various insurance options, provides recommendations on improvements/changes to plan options and accepts bids from insurance underwriters at the direction of Trustees.
- Staff Consultant--; performs the administrative and financial duties assigned by Trustees, and acts in an advisory capacity to the Committee.

For the major areas of the Committee's activities over the past year, see the section on [Group Insurance](#), under Benefits and Economic Services, later in this report.

ADMINISTRATION

The Administration Division of the Newfoundland and Labrador Teachers' Association oversees the operation of all programs of the organization. Administration has responsibility to coordinate the work of all divisions within NLTA and to ensure that the Association is responsive to the needs of the members.

The President and the Executive Director represent the Association on various boards and liaison groups --; nationally, with the Canadian Teachers' Federation (CTF) and the Conference of Atlantic Provinces Teacher Organizations (CAPTO) and, internationally, through Education International (EI). Provincially, the President and Executive Director represent NLTA in liaison meetings with organizations such as the Department of Education and other government departments and agencies, the Newfoundland and Labrador School Boards Association, the Newfoundland and Labrador Association of Directors of Education, Memorial University of Newfoundland, the Newfoundland and Labrador Federation of School Councils and public sector unions.

The members of the division are responsible for the overall functioning of the Biennial General Meeting (Convention), the Provincial Executive Council, and Joint Council.

President's Office

The NLTA President is elected for a two-year term at the Association's Biennial General Meeting (Convention) and holds office in accordance with the NLTA Constitution and By-Laws. The office of President is a full-time position and the occupant is recognized as the political head of the organization. In addition to other duties associated with the role, he/she is recognized as the Association's official spokesperson on all educational matters and organizational issues.

The President is an ex officio member of all Association committees and chairs meetings of the Provincial Executive Council, Table Officers, and the Convention.

A predominant function of the role of the President is to remain in constant communication with the general membership. This is accomplished through visits in the field and liaison with school staffs and our local branches.

The Assistant to the President is the confidential assistant to the President of the NLTA and to the Provincial Executive Council. Other duties include acting as a staff consultant to committees and accepting responsibility for branch operations and for the maintenance of the Association's policy handbook/operations manual.

Executive Director's Office

The Executive Director is the Chief Administrative Officer of the Association and is responsible for the coordination and implementation of all NLTA programs. This includes examining trends in social developments, both nationally and provincially, and assessing their impact upon the education scene. The Executive Director also has overall responsibility for the operation of the Association's head office.

The Assistant to the Executive Director is the confidential assistant to the Executive Director and Table Officers and is responsible for the maintenance of all personnel records and for the administration of the collective agreements for support and administrative staffs in consultation with the Executive Director and Assistant Executive Director. The Assistant to the Executive Director is also the network administrator for the Association's computer system and is responsible for all required upgrades and hardware/software maintenance of the PC and Macintosh network environment.

Highlights for the President's and Executive Director's Offices for 1998-99

- Completed the evaluation and team building of new staff members in the Benefits and Economic Services and Professional Development Divisions.
- Completed negotiations with the support staff and began efforts to secure a new contract with our administrative staff.
- Continued a review of evaluation procedures for staff members.
- Reviewed and revised the administration functions of the Support Staff Pension Plan.
- Initiated a series of visitations to schools and branches throughout the province by the President, at times accompanied by the Executive Director and other administrative staff members.
- Attended meetings of the CAPTO Executive and the CAPTO Annual Meeting in PEI and New Brunswick.
- The President was appointed as Chair of the CTF Finance Committee and the Staff Negotiating Committee of CTF.
- Assisted in the preparation of major changes to the By-Laws/Act in order to implement possible revisions to our political structure at BGM 1999.
- Coordinated all aspects of preparations for the first Biennial General Meeting.
- Appointed as delegates to the Canadian Teachers' Federation Annual General Meeting, Vancouver, July 15-17, 1999.

Table Officers

Table Officers consist of the President, Vice-President, Past-President and one other member appointed by the Provincial Executive Council from among the members of the Council. In the absence of a past president in 1998-99, a second member was elected from the Executive Council.

The mandate of Table Officers includes making recommendations to Executive on issues such as: appointment of NLTA representatives; establishment and composition of committees; revisions to policy and program; and organizing convention. The committee also prepares agendas for Provincial Executive, Joint Council and Biennial General Meetings.

Table Officers act as a staffing committee of the Executive Council for vacant senior staff positions and appointments.

Some of the issues undertaken by Table Officers during the 1998-99 year were as follows:

- continued liaison with the Retired Teachers' Association of Newfoundland and Labrador to discuss future long-term relationships between NLTA and the RTANL;
- examined new and different approaches with respect to the operation of professional relations inquiries and membership discipline;
- monitored changes and updates to the Strategic Plan of NLTA;
- developed proposals for a series of meetings with school representatives in September 1999;
- implemented a mechanism whereby school administrators could bring their concerns directly to the Department of Education and Treasury Board officials; and
- reviewed all policies relating to the operations of the Association for presentation at BGM 1999.

Branch Operations

The main focus of the branch operations program is the providing of services to teachers through the Association's local branch structure. This involves all aspects of branch organization as well as membership services not directly related to the branch structure, including official registration of the 53 local branches and allocation of funds as per Association policy, review of yearly branch audits, registration of substitute teachers, processing requests regarding the Association membership categories, and the operations of school

board-teacher liaison committees. Responsibility for branch operations is assigned to the Assistant to the President.

An additional function of the branch operations program is continuous communication with the NLTA branches. This is accomplished through telephone, fax, and e-mail communications and also through the Branch Operations Manual, published annually, and the Branch Update, a newsletter for branch executive members, published three times per year.

Highlights for 1998-99

- Revised the Association's policies on branch operations for presentation at the 1999 BGM.
 - Prepared, to date, over 200 retirement scrolls and pins for teachers retiring during the 1998-99 school year.
 - Processed nominations for the Bancroft and Special Recognition Awards presented annually by the Association. This year's recipients of the Bancroft Award are Robert Eddy of Marconi Branch and David Wicks of the Ganova Branch; the recipient of the Special Recognition Award is Sheila Lee of the St. Mary's Bay Branch. (No nominations were received this year for the Allan Bishop Award.) These recipients, along with the recipients for 1998, will be honoured at an awards luncheon during the 1999 BGM.
 - Received and processed nominations for President, Vice-President, and Provincial Executive for 1999-2001.
 - Received and processed resolutions sent by branches and special interest councils to the 1999 Biennial General Meeting.
 - Received nominations from branches for School Board-Teacher Liaison Committees for 1998-99 and, in consultation with the Membership Benefits and Services Committee, appointed committees. This new school board-teacher liaison structure includes one committee for each of the 11 school districts in the province plus a separate committee operating under the Labrador West Collective Agreement. To date, the majority of committees have met at least once and positive comments have been received from both NLTA and school board members involved in the process.
 - Oversaw the amalgamation of the St. Barbe South and Gros Morne branches to become the new Long Range Branch.
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BENEFITS AND ECONOMIC SERVICES



The [Benefits and Economic Services](#) activities of the NLTA are designed to advance the objectives of the Association by: promoting the welfare of Newfoundland and Labrador teachers through the establishment and administration of specified services; providing advice, assistance and legal protection in matters relating to teacher's duties, responsibilities and professional relationships; negotiating collective agreements which regulate salaries, working conditions and other terms and conditions of employment.

A large part of this work is undertaken through daily contact and consultation with teachers on the various benefits and services, representing teachers through collective bargaining and through grievance and arbitration procedures, assisting teachers with interpretation of the collective agreement(s), representing the Association on various committees with the employer and assisting teachers in resolving employment related difficulties.

The Benefits and Economic Services Division has continued to publish the [BES Bulletin](#) and has provided a variety of articles in The Bulletin in an attempt to improve teacher awareness of new changes negotiated into the collective agreement, as well as the interpretation of various clauses. Also available are a selection of updated and newly developed Infosheets, as well as other current documents designed to enhance teachers' understanding of collective agreement provisions and other benefits.

Collective Bargaining

Contract negotiations are a key component of the Association's responsibilities as bargaining agent for teachers and, while they are ongoing, demand a significant proportion of time and resources in the Benefits and Economic Services Division.

Provincial Collective Agreement

Contract talks for the Provincial Collective Agreement resumed in December 1997 and proceeded through the Winter and Spring of 1998. At the request of NLTA, a conciliation officer was appointed by the Labour Relations Board in February 1998 and negotiating sessions were held with the assistance of the conciliation officer in March, April and May. Following an intense period of negotiations in late May and early June, a tentative agreement was reached and recommended by Joint Council for acceptance. The tentative agreement was ratified by the membership on June 17, 1998 by a majority vote of 61 percent.

The term of the new collective agreement extends to August 31, 2001. It includes a cumulative seven percent increase on the salary scales over the life of the contract, a resolution to the pensions issue (see the later section on Pensions) and significant changes to a number of other articles. Unfortunately, however, a satisfactory resolution to a large number of workload related issues was not able to be achieved in this round of bargaining.

It is expected that preparations will begin in the Fall of 1999 in order to start putting together the Association's opening proposals for a new round of Provincial Contract Negotiations in the 2000-01 school year.

Labrador West Collective Agreement

The Labrador West Collective Agreement expired on August 31, 1993 and negotiations resumed in October 1993 in an attempt to reach a new agreement. After many months of negotiations, both parties agreed to the appointment of a Conciliation Board in the Spring of 1994. After the Conciliation Board submitted its report in May 1994, both parties once again resumed negotiations. However, province-wide issues arose

which could not be addressed at the bargaining table and both parties agreed to suspend negotiations under a Memorandum of Understanding (MOU) in February 1996. In April 1996 the tentative understanding reached in the MOU became effective and talks were suspended until a Provincial Collective Agreement was negotiated. Since a Provincial Collective Agreement has been negotiated and accepted, negotiations in Labrador West resumed in February 1999 in an attempt to resolve new issues which have arisen and previous issues which remained on the table at the time of the signing of the MOU. The teachers of Labrador West continue to operate under the provisions outlined in both the 1993 Labrador West Collective Agreement and the MOU of 1996.

Labrador Benefits Package (Schedule J)

At the time of writing this report, joint negotiations with employers, involving NLTA and four other unions (NAPE, CUPE, NLNU and AAHP) are continuing on the Labrador Benefits Package (Schedule J) of the Provincial Collective Agreement. These negotiations are on behalf of all members of these five groups who are employed in Labrador. The benefits are negotiated jointly by these five groups.

Collective Agreement Administration

General administration of the [collective agreement](#)(s) also demands a large proportion of time and resources in the Benefits and Economic Services Division. Administrative Officers are involved on a continual basis in daily contact with members to provide advice and guidance in relation to situations in the workplace. This involves interpreting articles of the collective agreement for teachers, interceding on teachers' behalf with school boards and government departments, preparing necessary documentation and arranging legal support for grievance meetings and arbitration hearings, meeting with representatives of the other parties to the collective agreement (government and school boards) to clarify interpretation of collective agreement articles, etc.

Pensions

Over the past several years, the resolution of the pension funding problem received a considerable amount of the Association's time and attention. This issue remained one of the major matters to be resolved during the round of collective bargaining which was completed in June 1998. The new Collective Agreement contains provisions on pensions ([Schedule D](#)) incorporating the following:

- Government Payments [\$815M].
- \$166M [September 1, 1998].
- \$166M [September 1, 1999].
- \$76M annually for 12 years.
- Interest accrues at 8% per annum.
- Contribution rates at 8.5% matched.
- All benefits integrated with CPP with an offset factor of 0.6%.
- Rounding provision modified for eligibility purposes and eliminated for benefit calculation.
- Purchase of service provisions amended for purchase of approved leave without pay.

Detailed information on the new purchase of service provisions was provided to the membership in various forms from September 1998 to February 1999. During that period, many members took advantage of provisions for purchase of approved leaves without pay in order to purchase past periods of such leave. It is hoped that the resolution of the pension funding issue will provide a long-term period of stability for the Teachers' Pension Plan in this province.

The Association, of course, continues to be directly involved in representing teachers' interests on pensions and in general administration of the plan. This includes communicating to the membership on the pension plan and recent changes, working through the Pensions Administration Committee to ensure consistent management and administration of the plan, seeking improvements through general negotiations and

committee efforts, and interceding on teachers' behalf with department officials when difficulties arise.

Group Insurance

Claims in the Life, Health and Dental plans exceeded premiums in 1996-97 and 1997-98, resulting in significant deficits. The Plan options were renewed with the insurance companies in June 1998. Further serious deficits would have resulted without a change in the premium structure or a reduction in benefits. To minimize premium increases and reductions in coverage, Trustees made the following decisions:

- Use of the Group Insurance Trust Fund to pay 20 percent of the past deficits accrued;
- Increase Life, Health and Dental premiums in September 1998;
- Delay the increase in the premiums to teachers by paying the September to December premium increases from the Group Insurance Trust Fund;
- Change the transportation benefit for medically necessary reasons under the Health plan to apply to travel that involves a minimum distance of 200 kilometers for the return trip;
- Change the Dental plan design so that as of January 1, 1999, claims will be paid based on the 1998 Newfoundland Suggested Fee Guide for Dental Services;
- Maintain current premium rates for all other Group Insurance Plan options.

Other changes in Group Insurance policy:

- Effective October 1, 1998, an extension to [A4 --: Voluntary Accidental Death](#) and Dismemberment Insurance was made to allow the continuation of coverage to age 75 with reduced benefits at age 70 and termination of coverage at age 75;
- A new Extra-Contractual policy effective September 1999 was adopted by Trustees and approved by Executive.

Financial stability of the Group Insurance plan will continue to be a concern for 1999-2000 due to escalating Health and Dental costs and increased claims in Life and Disability options. Information on claims experience will be communicated to the membership on an ongoing basis through 1999.

Grievance/Arbitration

During the past year, the Benefits and Economic Services Division of NLTA has handled 144 grievances, five of which have proceeded to the arbitration stage. The collective agreements describe procedures for resolving conflicts which arise between teachers and the employer. The first step in settling disputes is a grievance which consists of two stages:

1. To take the issue to the School District Director for a satisfactory solution and, if such is not forthcoming;
2. To appeal the matter to the Board Chairperson for resolution.

If this process cannot settle a dispute satisfactorily, the issue may proceed to arbitration. At this level, a panel of three people, a representative for the employee, a representative for the employer and an independent third party chairperson will conduct an arbitration hearing and then make a ruling on how the issue is to be resolved. Generally, the decision of this body is final and binding.

The Association assists members at the grievance stage by:

- advising as to whether an issue is grievable;
- relating issues to contravention of specific articles of the collective agreement;
- drafting letters of grievance;
- attending grievance meetings to assist, or represent, teachers;
- attempting to liaise solutions to disputes.

Should issues need to move to arbitration, the Association assists by:

- initiating the arbitration process;
- providing, and working with, lawyers in presenting the case to the arbitration board;
- familiarizing witnesses with the process;
- ensuring decisions of the panel are implemented and used to further improve and consolidate rights within the collective agreement.

Employee Assistance Program (EAP)

With an aging teaching population, rapid changes in the educational system and excessive demands and expectations placed on teachers, there is a continuing need for the Employee Assistance Program to offer support and provide assistance when needed, and to assist teachers in maintaining their health. During the 1998-99 fiscal year for a nine month period, April 1, 1998 to January 31, 1999, the EAP managed a total of 371 cases. Of that total, 259 were carried over from the 1997-98 fiscal year. In addition, 112 cases were new or reopened, and 185 were closed during this period. The most significant presenting problem identified by teachers entering the program was personal stress which was closely followed by marital issues. Work stress and family relationships were the next two major problem areas, and presented in similar numbers.

A number of workshops for schools and NLTA Branches were also facilitated by the EAP Coordinators this past year. Topics included stress management, improving relationships, dealing with change, positive attitudes, conflict resolution and bereavement.

Implemented in 1989, the [EAP](#) is a confidential service that teachers can voluntarily access on their own behalf when experiencing personal or work-related difficulties which could impact negatively on their work performance. It is a jointly sponsored program among NLTA, government, and the Newfoundland and Labrador School Boards Association. The EAP provides help and assistance for a wide range of problems that can include, but not be limited to, workplace and personal stress, marital and family issues, financial problems, emotional, and substance abuse issues. Counselling services include assessment, referrals for professional counselling and follow-up services. The program also includes a Teacher Wellness component which provides assistance and information on topics related to health determinants in teachers' lives, through personal skills development, group presentations and workshops, and printed materials.

Legal Assistance

Teachers who have concerns of a legal nature that arise from a situation contingent on the member's position as a teacher may request legal assistance by contacting an Administrative Officer in the [Benefits and Economic Services](#) Division. During the last year there were 40 legal assistance files activated in response to member requests. Upon determining that the request falls within Association policy, a lawyer from the Association's legal firm will be appointed to assist the teacher. Such assistance, when approved, is free of charge to the individual, as it is paid for by general membership fees. However, the Association will not be held responsible for legal costs of a member which have not been approved by the Association. A copy of the Legal Aid policy is available to any teacher, upon request.

Issues for which legal services are utilized include:

- disputes relating to the administration of the collective agreement;
- investigations and charges stemming from a teacher's actions related to the work setting;
- complaints, defamation or harassment relating to the performance of teaching duties;
- concerns stemming from the Schools Act, Child Welfare, Human Rights or other legislation;
- appeals of decisions relating to Teacher Certification, Employment Insurance, Teacher Disability Pensions, Workplace Health and Safety and Workers' Compensation.

Professional Relations/Disciplinary Procedures

The Professional Relations/Disciplinary Procedures are currently under review. Two Infosheets were revised and written on these topics, and poster copies of the NLTA [Code of Ethics](#) will be sent to all schools in Spring 1999. In 1998-99 three disciplinary complaints were referred to Executive. Investigations occurred and dates have been set for disciplinary hearings. Assistance and advice were also regularly provided to members who experience difficulties in their professional relationships with colleagues.

Teacher Payroll

The Benefits and Economic Services Division provides the following assistance to members of the Association:

- Intercede on teachers' behalf where problems exist;
- Liaise with Department of Education on payroll matters;
- Arrange regular meetings with respect to deductions and payroll computer program;
- Utilize pay stubs for important messages to teachers regarding ongoing issues or concerns.

It is essential that teachers check their pay stubs regularly to ensure not only that they are being paid the correct amount, but also that appropriate deductions are being made in a timely fashion for all benefits.

Employment Insurance

During this past year, the Association has represented five teachers at various levels of appeal which have included such issues as eligibility for EI while on salary continuance, while a deferred pensioner and while terminated under 12.01(b) of the Collective Agreement. As well, there have been landmark decisions by Umpires and Supreme Court Judges which should impact on teachers filing for benefits in the future.

The Association has published a booklet entitled [Teachers' Guide to Employment Insurance](#) which has been distributed to all schools in the province. Anyone requiring a copy may contact the NLTA office.

Workers' Compensation/Injury on Duty

The Benefits and Economic Services Division provides the following assistance to teachers in this area:

- Assist teachers with applications and appropriate medical documentation;
- Intercede on teachers' behalf where problems or delays exist;
- Arrange appeal hearings and necessary legal assistance;
- Liaise with Workplace Health, Safety and Compensation Commission on interpretation of policy and procedures.

It is important for teachers to understand their responsibilities during the application process when filing for Workers' Compensation benefits. Members must also realize the financial reduction in salary which occurs while under such benefits.

Health Assistance Program

In April 1998, NLTA hosted a Symposium to discuss support services and assistance for teachers on extended sick leave. It was attended by representatives of School Boards, the Department of Education and the Newfoundland and Labrador Medical Association, among others. As a result, a program is being developed by NLTA, with the assistance of other agencies, to:

- Identify teachers who are in danger of running out of sick leave;
 - Provide information packages outlining available options and NLTA services;
 - Provide follow-up and contact to teachers who may require assistance.
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The [Communications](#) Division of the Newfoundland and Labrador Teachers' Association has continued its focus on providing resources and information that teachers require in their every day professional activities, and information that they want and need from their Association. This is accomplished by collaborating with the Benefits and Economic Services, Professional Development and Finance Divisions within the NLTA to meet the varied and distinct needs of teachers. Goals regarding communications must be consistent with the needs and goals of teachers. Our aim is to monitor our communication function to enhance the self-image and self-esteem of teachers while providing information, motivation and inspiration.

As always, the Communications Division has been extremely busy responding to the communication needs of teachers and getting information out to them through the most effective means possible. [Printing Services](#), now a separate entity within the NLTA, provides the necessary support for the Communications Division to get the printed information to teachers. The Communications Division determines the need and with the Printing Services staff, designs a printed message and image that will meet the needs of teachers.

On-Line Services

The Communications Division also provides its services and resources on-line. The NLTA website contains all information that anyone may want to know about NLTA and the services provided to teachers. The site is updated regularly and contains information about the Association, its divisions, staff, the services available to teachers, and various links to other sites that may be of interest to teachers and people visiting our site. As new publications are prepared, the information is posted on the NLTA Homepage often before it is in print. Other documents like the [Group Insurance Booklets](#), the [Policy and Procedures Handbook](#) of the NLTA and the [Collective Agreement](#), are accessible on the Homepage and only need to be reprinted when absolutely necessary. These, and other documents, can be accessed, downloaded, or printed from our website. Other on-line services for Branch Presidents and Executive members have proven to be efficient and cost effective. We are hoping to have school representatives on-line in the near future.

Internal/External Imaging

We have continued our focus on internal/external imaging in an attempt to boost the morale of teachers and provide the public with a better understanding of the work teachers do for the children of this province. Besides the political action campaigns, election strategy, and responses that have often been necessary to counteract any negative images, we have also designed several print and television advertisements to promote the profession and the excellent work performed by teachers. This has been ongoing and will continue to complement any political action campaign that may be necessary to counteract activities negatively affecting the profession. New and up to date advertisements will continue to be forthcoming, within budget constraints, and will allow the public to get a better understanding of what goes on in the classroom and the work carried out by the teachers of Newfoundland and Labrador.

Committee Involvement

The Communications Division, through the Communications Officer, has responsibility for the following committees and/or activities within the Association:

- Education Week Committee
- STEM~Net Policy Advisory Board
- STEM~Net Strategic Planning Committee
- Communications/Political Action Committee
- Computers for Schools Committee
- Educational Poverty Alliance Committee

- Johnson Family Foundation Community Historyboards Project
- Committee on the Rights of Children and Youth
- ACE (Atlantic Communicators in Education)

The committee work involves representing NLTA on behalf of teachers. If the committees are not made up of teacher representatives/volunteers they include individuals with an educational focus. This past year the Communications Officer has been directly involved in the development of a three year strategic plan for STEM~Net and its refocus on access, content and professional development. This strategic plan was presented to and accepted by the STEM~Net Policy Advisory Board in January. The Planning Committee will remain in place to ensure the implementation of the plan.

Other committee work this past year has included: the planning and implementation of [Education Week 1999](#); the incorporation of Computers for Schools and the revamping of this committee to include a Board of Directors as well as a working committee; plans for National Child Day, and the continued work on promoting the rights of the child. The ACE committee meets three times a year to work on the Public Education Works project and find means to cost-share programs and resources. This past year we cost-shared the production of a series of commercials and paper advertisements promoting education and the teacher. The NLTA Communications/Political Action Committee has continued its activities and these are outlined in the Governance section earlier in this report.



FINANCE



The [Finance](#) Division of NLTA is responsible for ensuring that all revenues and expenditures are accounted for in accordance with the [By-Laws and Policies](#) of the Association, as well as the maintenance and upkeep of the NLTA property. The primary source of revenue (approximately 96 percent) comes from the membership in the form of fees, which is set at one percent of salary and bonuses.

Funds of the Association

There are eight funds operated by the Association as follows:

GENERAL FUND

This is the daily operating account of the Association.

GROUP INSURANCE FUND

This fund is operated by the Group Insurance Trustees and is reported on under the Benefits and Economic Services Division.

EMERGENCY FUND

Pays for all expenses related to Collective Bargaining, Grievance/Arbitrations and Job Action related activities.

CENTENNIAL FUND

Spending from this fund is controlled by the Professional Issues in Teaching Committee and is limited to the annual interest earned.

RESERVE FUND

Used to cover any annual deficits that might occur in the General Fund.

PROFESSIONAL DEVELOPMENT FUND

This fund came into being as a result of the 1994 Job Action whereby Pentecostal and Seventh-day Adventist teachers contributed salaries less an amount equal to strike pay. Spending is limited to the annual interest earned on the fund and is controlled by the Professional Issues in Teaching Committee.

SUPPORT STAFF FUND

This is the pension fund for the Support Staff of the Newfoundland and Labrador Teachers' Association.

ACADEMIC LOAN FUND

Provides loans to teachers who are in full-time attendance at University.

INVESTMENTS

Since the Association has in excess of \$13,000,000, it is imperative that a close watch be kept on these monies to see that they are achieving the highest possible interest rates with minimum risk. These funds are presently under the care of a fund manager, who was hired by the Association in October 1997.

PROPERTY

The Finance Division is also responsible for the maintenance and upkeep of the Newfoundland and Labrador Teachers' Association building and property at 3 Kenmount Road. This past year the usual care was provided to the grounds and building. An air quality control system is now in the process of being installed at the NLTA building.

In June 1995, a residence was purchased by the Association to accommodate the President during his/her term of office. The Finance Division is responsible for the maintenance and upkeep of this property as well. It is situated at 69 Stirling Crescent in St. John's.

PRINTING SERVICES



Printing Services designs, prints and distributes information to teachers on behalf of, and in consultation with, all NLTA divisions. Besides the extensive printing for the various divisions, which includes the NLTA Bulletin, PD News, BES Bulletin, etc., services are also provided to Branches and Special Interest Councils.



For Branches, this includes letterhead, envelopes and programs for professional development and retirement functions/banquets; for Special Interest Councils, letterhead, envelopes, agendas and programs for Annual General Meetings, and newsletters. The printing of this information also includes design, layout, and distribution services wherever possible. Though no longer "in business", we continue to provide these same services to teachers on a cost-recovery basis.

For most of the school year, Printing Services was an entity within the [Communications Division](#). However, in January 1999, to streamline functions, Printing Services became a separate division. Also in January, through attrition, Printing Services staff was reduced from five to four. In order to meet our printing commitments, realignment of staff functions and responsibilities was required and implemented.

By maintaining Printing Services, the Association retains control over time lines, which is important in disseminating time sensitive and urgent information to teachers. This in-house service is a vital link with the membership. Printing Services staff continue to be committed to ensuring printed information gets to teachers and schools in the most efficient, accurate, cost-effective and timely manner possible.

PROFESSIONAL DEVELOPMENT



As written in its mission statement, the Newfoundland and Labrador Teachers' Association has made a commitment to leadership, to service, and to the professional excellence and personal well-being of its members. This is to be accomplished through support, advocacy, and the development and delivery of outstanding programming.

The [Professional Development Division](#) takes great pride in its role in carrying out that mission. Two administrative officers, assisted by their secretary, respond to the various requests from the field, administer the ongoing programs of the Division and provide liaison with the many educational partners in our province, in our region, in the country and abroad. Some of the active partnerships include school districts, the Department of Education, Memorial University, the NLSBA, our affiliate teacher organizations and the Canadian Teachers' Federation. The Administrative Officers for Professional Development meet regularly with colleagues in the Atlantic region and together with the NBTA, PEITF, and the NSTU develop two interprovincial professional development activities CONTACT and DSS.



This year the Association's Executive Council, in its annual planning and priorities meeting, established that professional development restructuring was to be one of the NLTA's priorities for the year. This was a clear endorsement for evaluating and revising our programs, updating our communications and exploring new directions. As all other divisions, we are continuously trying to improve our service to the membership.

Another of the priorities which emerged for the Association was a review of teacher certification. The Executive struck an Ad Hoc Committee on Teacher Certification which has involved the Professional Development Division and members of Executive. In the preliminary stages of its work, cross-Canada research was conducted. The Committee then drafted the guiding principles which later formed the basis of a proposed new model for teacher certification which will be presented to Provincial Executive in Spring of 1999.

Design and Delivery of Professional Development Programming

The Division facilitates professional development sessions and delivers workshops for schools, school districts, and other groups upon request. These usually follow a needs assessment and are tailored to the context of the group. Some of the topics which have been dealt with this past year include:

- leadership
- teaching strategies
- student motivation
- teacher motivation
- stress in the school workplace
- perspectives/expectations
- integrating technology
- learning styles
- advancing your school improvement plan
- the teacher as juggler: balancing the demands of being a teacher
- mentoring
- the administrator's role in supporting beginning teachers
- team building
- looking to the future

As well as designing and delivering professional development activities at the local, regional and provincial level, the Division oversees the following:

- [Special Interest Councils](#)
- [Centennial Funds and Awards](#)
- The Professional Development Fund
- [The T-4 Program](#)
- Roy C. Hill Awards
- Barnes Award
- Johnson Bursaries for teachers
- NLTA scholarships for students
- The Ella Manuel Award
- The Teacher Induction Program

Special Interest Councils

Special Interest Councils continue to be a valued and vital component of the Association. In November 1998, the Professional Development Division hosted a provincial meeting of SIC Executives to discuss issues of importance, to review SIC policies and procedures, and to examine issues around SIC viability. A new Special Interest Council Handbook had been developed and was provided to each council at that time. The purpose of the Handbook is to collate and organize all policies, procedures, and forms related to SIC operations. Among the topics covered in the SIC Handbook are:

- Defining Professional Development
- Budgeting
- Operations
- Programming
- Viability Guidelines

A new **Council Viability Profile** was presented and accepted at this meeting. The intent of this profile is to provide councils with a mechanism for quantifying their viability. Councils can assess their levels of activity based upon a variety of options in the areas of membership, programming, and communications. Councils who fall below the level of a full-functioning organization can prepare a plan for improving viability, can request amalgamation with another council, or may fall under a new designation of Special Interest Committee. The Special Interest Committee is a newly proposed structure that allows groups with special interests to carry on a reduced level of programming for its members. This provides a real option for those who cannot function as a council but wish to maintain a presence in the professional development arm of NLTA. Effective in the Fall of 1999 completion of a Viability Profile will become part of the registration process for each council.

New Initiatives

The Division co-sponsors professional development activities with school districts, special interest councils and other agencies to provide outstanding opportunities for teachers. This year alone the Division has supported study tours to Europe, co-hosted national and international conferences, and assisted in bringing in renowned speakers on critical issues in education, assisted teachers to travel to conferences on a broad range of topics. In addition, we are developing new programs for support for new administrators, and exploring such exciting ventures as the establishment of a virtual teacher center which will provide opportunities for web-based professional development.

FINANCIAL STATEMENTS



Newfoundland and Labrador Teachers' Association Statement of Financial Position

August 31			1998	1997
	General Fund	Restricted Funds	Total	Total
ASSETS				
Current				
Cash	\$203,375		\$203,375	\$413,608
Receivables	49,186	20,716	69,902	126,646
RECEIVABLE FROM				
General Fund		92,500		
Insurance Fund	56,806		56,806	43,605
Emergency Fund	55,899			
Centennial Fund	18,545			
Prepays	<u>178,075</u>		<u>178,075</u>	<u>182,753</u>
	561,886	113,216	508,158	766,612
Investments	841,565	5,505,934	6,347,499	5,791,698
Academic Loans	31,052		31,052	50,418
Property and equipment	<u>963,439</u>		<u>963,439</u>	<u>923,185</u>
	<u>\$2,397,942</u>	<u>\$5,619,150</u>	<u>\$7,850,148</u>	<u>\$7,531,913</u>
LIABILITIES				
Current				
Payables and accruals	\$229,634	\$46,291	\$275,925	\$254,839
Payable to general fund		74,444		
Payable to reserve fund	<u>92,500</u>			
	322,134	120,735	275,925	254,839
Deferred severance pay	<u>219,782</u>		<u>219,782</u>	<u>271,920</u>
	541,916	120,735	495,707	526,759
MEMBERS' EQUITY	<u>1,856,026</u>	<u>5,498,415</u>	<u>7,354,441</u>	<u>7,005,154</u>
	#2,397,942	\$5,619,150	\$7,850,148	\$7,531,913

Newfoundland and Labrador Teachers' Association Restricted Funds' Statement of Financial Position

Year Ended August 31						1998	1997
	Emergency Fund	Professional Development Fund	Centennial Fund	Reserve Fund	Global Education Fund	Total	Total
ASSETS							
Current							
Cash							\$201,170
Receivables	\$17,313	\$3,403				\$20,716	35,281

Receivables from general fund	_____	_____	_____	<u>\$92,500</u>	_____	<u>92,500</u>	_____
Investments	<u>3,598,589</u>	<u>901,554</u>	<u>603,920</u>	<u>353,512</u>	<u>\$48,359</u>	<u>5,505,934</u>	<u>5,378,772</u>
	\$3,615,902	\$904,957	\$603,920	\$446,012	\$48,359	\$5,619,150	\$5,615,223
LIABILITIES							
Current							
Payables and accruals	\$7,131	\$1,740	\$759	\$863	\$35,798	\$46,291	\$76,025
Payable to general fund	<u>55,899</u>	_____	<u>18,545</u>	_____	_____	<u>74,444</u>	<u>57,385</u>
	63,030	1,740	19,304	863	35,798	120,735	133,410
MEMBERS' EQUITY	<u>3,552,872</u>	<u>903,217</u>	<u>584,616</u>	<u>445,149</u>	<u>12,561</u>	<u>5,498,415</u>	<u>5,498,415</u>
	\$3,615,902	\$904,957	\$603,920	\$446,012	\$48,359	\$5,619,150	\$5,615,223

FINANCIAL STATEMENTS



Newfoundland and Labrador Teachers' Association Statement of Operations and Changes in Fund Balances

August 31	1998			1997
	General Fund	Restricted Funds	Total	Total
REVENUE				
Membership fees	\$3,162,156	\$166,339	\$3,328,495	\$3,458,663
Contributions	171,344		171,344	172,587
Government grants	141,667		141,667	131,458
Interest on investments	34,239	354,982	389,221	267,847
Miscellaneous	<u>21,125</u>	_____	<u>21,125</u>	<u>17,711</u>
	3,530,531	521,321	4,051,852	4,048,266
EXPENSES				
Administration	1,249,296	6,230	1,255,526	1,572,940
Benefits and Economic Services	740,417	1,078	741,495	756,497
Communications	620,408		620,408	552,781
Donations		30,000	30,000	
Field Services	199,467		199,467	200,608
Investment Fees		20,387	20,387	
Legal Services & Research				123,746
Professional Development	326,385	86,103	412,488	439,306
Grievances and Arbitration		143,964	143,964	76,297
Negotiations & Other Lock-out	_____	<u>278,830</u>	<u>278,830</u>	<u>254,107</u>
	3,135,973	566,592	3,702,565	3,976,282
Excess of revenue over expenses	\$394,558	\$ (45,271)	\$349,287	\$71,984
<hr/>				
Fund balances, beginning of year	\$1,523,341	\$5,481,813	\$7,005,154	\$6,933,170
Excess of revenue over expenses	394,558	(45,271)	349,287	71,984
Interfund transfers	<u>(61,873)</u>	<u>61,873</u>	_____	_____
Fund balances, end of	\$1,856,026	\$5,498,415	\$7,354,441	\$7,005,154

year

Restricted Funds' Statement of Operations and Changes in Fund Balances

Year Ended August 31						1998	1997
	Emergency Fund	Professional Development Fund	Centennial Fund	Reserve Fund	Global Education Fund	Total	Total
REVENUE							
Membership fees	\$166,339					\$166,339	\$172,933
Interest on investments	<u>251,269</u>	<u>\$52,094</u>	<u>\$38,504</u>	<u>\$12,311</u>	<u>\$804</u>	<u>354,982</u>	<u>244,502</u>
	<u>417,608</u>	<u>52,094</u>	<u>38,504</u>	<u>12,311</u>	<u>804</u>	<u>521,321</u>	<u>417,435</u>
EXPENSES							
Administration	4,068	943	289	930		6,230	9,648
Benefits & Economic Services	1,078					1,078	1,417
Donations	10,000	20,000				30,000	
Investment Fees	12,284	4,308	3,795			20,387	
Professional Development		71,887	13,070		1,146	86,103	35,873
Grievances & Arbitrations	143,964					143,964	76,297
Negotiations & Other Lock-out	<u>278,830</u>	—	—	—	—	<u>278,830</u>	<u>254,107</u>
	450,224	<u>97,138</u>	<u>17,154</u>	<u>930</u>	<u>1,146</u>	<u>566,592</u>	<u>377,342</u>
Excess of revenue over expenses	\$(32,616)	\$(45,044)	\$21,350	\$11,381	\$ (342)	\$(45,271)	\$40,093
Fund balances, beginning of year	\$3,585,488	\$948,261	\$563,266	\$371,895	\$12,903	\$5,481,813	\$5,558,420
Excess of revenue over expenses	(32,616)	(45,044)	21,350	11,381	(342)	(45,271)	40,093
Interfund transfers	—	—	—	<u>61,873</u>	—	<u>61,873</u>	<u>(116,700)</u>
Fund balances, end of year	\$3,552,872	\$903,217	\$584,616	\$445,149	\$12,561	\$5,498,415	\$5,481,813