

**From:** Hollett, Nancy  
**Sent:** Wednesday, December 6, 2023 11:00 AM  
**To:** Samantha Lee  
**Cc:** Stefanie Tuff, Jennifer Tulk, Picco, Angela  
**Subject:** Re: Think Tank Media Avail

Thanks Samantha

Our Communications Director, Angela Picco, will work with Jennifer on a quote for the news release and logistics for the 14th.

Nancy

> On Dec 6, 2023, at 9:02 AM, Samantha Lee <slee@nlta.ca> wrote:

>  
> CAUTION : This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

>  
>  
> I can confirm that Trent is available at that time.

> Thank you

>  
> Samantha Lee | Executive Assistant, Governance  
> Newfoundland and Labrador Teachers Association  
> Tel: 709-726-3223, 1-800-563-3599 ext. 222  
> slee@nlta.ca  
> [www.nlta.nl.ca](http://www.nlta.nl.ca)

> SCENT POLICY MISSION STATEMENT CONFIDENTIALITY

> -----Original Message-----

> From: Stefanie Tuff <STuff@nlta.ca>  
> Sent: Wednesday, December 6, 2023 8:09 AM  
> To: Hollett, Nancy <NancyHollett@gov.nl.ca>; Jennifer Tulk <jtulk@nlta.ca>; Samantha Lee <slee@nlta.ca>  
> Cc: Picco, Angela <angelapicco@gov.nl.ca>  
> Subject: RE: Think Tank Media Avail

> Thanks Nancy. I think that should work. Samantha can confirm Trent's schedule.

>  
> Stefanie Tuff (she/her) | Executive Director  
> Newfoundland and Labrador Teachers Association  
> Tel: 709-726-3223, 1-800-563-3599 ext 224 [stuff@nlta.ca](mailto:stuff@nlta.ca) [www.nlta.ca](http://www.nlta.ca)

> SCENT POLICY MISSION STATEMENT CONFIDENTIALITY

> -----Original Message-----

> From: Hollett, Nancy <NancyHollett@gov.nl.ca>  
> Sent: Tuesday, December 5, 2023 4:31 PM  
> To: Stefanie Tuff <STuff@nlta.ca>; Jennifer Tulk <jtulk@nlta.ca>; Samantha Lee <slee@nlta.ca>  
> Cc: Picco, Angela <angelapicco@gov.nl.ca>  
> Subject: Think Tank Media Avail

> CAUTION: This email originated from outside the NLTA. Do not click links or open unexpected attachments unless you know the content is safe.

> Hi all

>

> Wed like to do the media availability for the Teachers Think Tank on Thursday, December 14 at 10:15 am at the Confederation Building.

>

> If that time works, well put it in the calendar.

>

> Thanks

>

> Nancy

> This email and any attached files are intended for the sole use of the primary and copied addressee(s) and may contain privileged and/or confidential information. Any distribution, use or copying by any means of this information is strictly prohibited. If you received this email in error, please delete it immediately and notify the sender.

>

**From:** Picco, Angela  
**Sent:** Tuesday, December 12, 2023 12:16 PM  
**To:** Hollett, Nancy  
**Cc:** Robinson, Lynn  
**Subject:** CAP

Hey Nancy,

Want to take a look at this CAP and advise if it aligns with what folks have in mind?

Thanks  
Angela

**Angela Picco (*she/her/hers*)**  
Director of Communications  
Department of Education  
Government of Newfoundland and Labrador  
Office: (709) 729-3879  
Cell: (709) 687-4753  
[angelapicco@gov.nl.ca](mailto:angelapicco@gov.nl.ca)



**From:** King, Tracy  
**Sent:** Tuesday, December 12, 2023 4:52 PM  
**To:** Picco, Angela  
**Cc:** Linehan, Scott, Robinson, Lynn, Hollett, Nancy  
**Subject:** Re: For review - CAP

s. 29(1)(a)

In the KMs, 

Tracy King  
 Deputy Minister  
 Office of Indigenous Affairs and Reconciliation  
 Department of Labrador Affairs  
 Department of Education  
709-729-7487

On Dec 12, 2023, at 3:50 PM, Picco, Angela <angelapicco@gov.nl.ca> wrote:

Hi Tracy,

Draft CAP below for your review re: announcing Teachers Think Tank. Scott has reviewed.

Thanks  
 Angela

**Angela Picco (*she/her/hers*)**  
 Director of Communications  
 Department of Education  
 Government of Newfoundland and Labrador  
 Office: (709) 729-3879  
 Cell: (709) 687-4753  
[angelapicco@gov.nl.ca](mailto:angelapicco@gov.nl.ca)

<image001.png>

.....

<b>COMMUNICATIONS ACTIVITIES PROPOSAL</b>	
<b>Proposed Date and Time:</b>	Thursday, December 14, 2023 10:15 a.m.
<b>Location/Venue:</b>	In front of House of Assembly (TBC)
<b>Department(s):</b>	Education
<b>Spokesperson(s):</b>	Minister Howell
<b>Total funding:</b>	N/A
<b>Sources of funding (Provincial/Federal/Other):</b>	N/A
<b>District MHA/Any other notified MHAs (via MHA or EA):</b>	N/A

**Event Type:** Media availability

**Purpose of Event:** A news release will be shared the morning of December 14, 2023, announcing that the Provincial Government and the Newfoundland and Labrador Teachers' Association (NLTA) will host a Teachers Think Tank in early 2024. The Think Tank will be an opportunity to bring together people in the education field, including classroom teachers, as well as government, the NLTA and academia to inform further recruitment and retention initiatives for teachers.

**Context:** The media availability will be held in front of the House of Assembly. NLTA President Trent Langdon will join Minister Howell for the availability.

**Livestream:** No

**Participants:**

1. Minister Howell
2. President Langdon

**Speaking role for Premier/Minister(s):**

1. Minister to speak to current initiatives to support teacher recruitment and retention, as well as the value of teachers to the K-12 public education system.

**Venue/Event Set-up:**

1. Minister Howell and President Langdon will be available to reporters in front of the main doors to the House of Assembly.

**Invite List:**

1. News release will be shared to indicate to media that Minister Howell and President Langdon are available to the media.

**Accessibility Considerations:**

1. N/A

**Target Audiences:**

1. Teachers and Administrators
2. Post-secondary students enrolled in education faculty
3. Learners and students in the education system
4. Parents/guardians of students in the education system
5. Official opposition
6. NDP
7. Media

**Key Messages:**

1. The Department of Education is actively working in partnership with the Newfoundland and Labrador Teachers' Association to support the recruitment and retention of teachers in the province.
2. A think tank will take place early in the new year to explore issues and challenges, listen to the lived experience of teachers, identify opportunities and chart a path forward to address the concerns and challenges facing the teaching profession.

3. The goal of this event is to strategize innovative short- medium- and long-term measures to build on the recently ratified collective agreement and ultimately improve the retention and recruitment of teachers in Newfoundland and Labrador.
4. Teachers are an important resource that help to shape the future generation of Newfoundlanders and Labradorians. It is vital that we work collaboratively with stakeholders like the NLTA to ensure that we are addressing challenges related to recruitment and retention of teachers.

**Follow-up Media Relations:**

1. Consideration will be given for follow up media interviews for the Minister to further discuss teacher recruitment and retention efforts as well as the K-12 public education system.

**Photos/Video/SMGs/Social Media:**

2. Photos will be shared of the news conference to accompany the tweet of the news release and standalone posts on Twitter.
3. Social media graphic will be created.

<b>Material Types</b>	<b>Required (Yes/No)</b>
Media Advisory	
News Release	Y
Speaking Notes	
Social Media Plan	
Website Updates	
Q/As	Y
Marketing Campaign/Paid Media	
Presentation (Technical Briefing or otherwise)	
Other (please specify)	Social media graphic required

**From:** King, Tracy <tracyking@gov.nl.ca>  
**Sent:** Tuesday, December 12, 2023 4:57 PM  
**To:** Picco, Angela  
**Subject:** Re: For review - CAP

Good. Thank you.

Tracy King  
 Deputy Minister  
 Office of Indigenous Affairs and Reconciliation  
 Department of Labrador Affairs  
 Department of Education  
 709-729-7487

On Dec 12, 2023, at 4:55 PM, Picco, Angela <angelapicco@gov.nl.ca> wrote:

Revised below (changes highlighted). Thanks Tracy.

**Angela Picco (*shelher/hers*)**  
 Director of Communications  
 Department of Education  
 Government of Newfoundland and Labrador  
 Office: (709) 729-3879  
 Cell: (709) 687-4753  
[angelapicco@gov.nl.ca](mailto:angelapicco@gov.nl.ca)

<image001.png>

<b>COMMUNICATIONS ACTIVITIES PROPOSAL</b>	
<b>Proposed Date and Time:</b>	Thursday, December 14, 2023 10:15 a.m.
<b>Location/Venue:</b>	In front of House of Assembly (TBC)
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<b>Spokesperson(s):</b>	Minister Howell
<b>Total funding:</b>	N/A
<b>Sources of funding (Provincial/Federal/Other):</b>	N/A
<b>District MHA/Any other notified MHAs (via MHA or EA):</b>	N/A

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**Invite List:**

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**Accessibility Considerations:**

1. N/A

**Target Audiences:**

1. Teachers and Administrators
2. Post-secondary students enrolled in education faculty
3. Learners and students in the education system
4. Parents/guardians of students in the education system
5. Official opposition
6. NDP
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improve the retention and recruitment of teachers in Newfoundland and Labrador.

4. Teachers are important and help to shape the future generation of Newfoundlanders and Labradorians. It is vital that we work collaboratively with stakeholders like the NLTA to ensure that we are addressing challenges related to recruitment and retention of teachers.

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<b>Material Types</b>	<b>Required (Yes/No)</b>
Media Advisory	
News Release	Y
Speaking Notes	
Social Media Plan	
Website Updates	
Q/As	Y
Marketing Campaign/Paid Media	
Presentation (Technical Briefing or otherwise)	
Other (please specify)	Social media graphic required

**From:** King, Tracy  
**Sent:** Wednesday, December 13, 2023 4:55 PM  
**To:** Picco, Angela  
**Cc:** Linehan, Scott, Terry Hall, Hollett, Nancy, Robinson, Lynn  
**Subject:** RE: For review - KM

Thanks Angela. I am good with this.

Tracy

**From:** Picco, Angela <angelapicco@gov.nl.ca>  
**Sent:** Wednesday, December 13, 2023 4:21 PM  
**To:** King, Tracy <tracyking@gov.nl.ca>  
**Cc:** Linehan, Scott <SLinehan@gov.nl.ca>; Terry Hall <terryhall@nlesd.ca>; Hollett, Nancy <NancyHollett@gov.nl.ca>; Robinson, Lynn <LynnRobinson@gov.nl.ca>  
**Subject:** For review - KM

Hi Tracy,

KMs for tomorrow's announcement are below for your review. These are based on content from QAs shared with you earlier today.

Thanks,  
Angela

**Angela Picco (*shelherhers*)**  
Director of Communications  
Department of Education  
Government of Newfoundland and Labrador  
Office: (709) 729-3879  
Cell: (709) 687-4753  
[angelapicco@gov.nl.ca](mailto:angelapicco@gov.nl.ca)



.....  
**Education**  
**Teachers Think Tank**  
December 14, 2023

### **Summary**

In December 2023, the Provincial Government announced it would host a Teachers Think Tank early in the new year to help identify actions to support teacher recruitment and retention in the province.

### **Anticipated Questions**

- Why is government holding a Teachers Think Tank?
- Who will be in attendance?
- What is government doing to address recruitment and retention of teachers right now?

## **Key Messages**

- Our government has acknowledged that, like many other professions, teachers are facing recruitment and retention challenges that need to be addressed.
- The Teachers Think Tank will allow us to hear directly from teachers and determine opportunities to address those challenges head on.
- We want to connect with people from the education field including classroom teachers, as well as government, the NLTA, and academia to have solutions-focused discussions. These conversations will build on the recently ratified collective agreement and ultimately improve the retention and recruitment of teachers in Newfoundland and Labrador.
- Teachers are important and help shape the future generation of Newfoundlanders and Labradorians.
- It is vital that we work collaboratively with stakeholders like the NLTA to ensure that we are addressing challenges related to recruitment and retention of teachers.

## **Secondary Messages**

- A collective agreement with the NLTA has just been ratified, which outlines various incentives such as financial measures to support recruitment and retention, and to recognize the important role that teachers play.
- The Department of Education and the Newfoundland and Labrador English School District took steps this year to support a successful recruitment process to fill teacher vacancies, including providing teacher allocations earlier in the year and offering financial incentives for hard-to-fill positions.
- The Teachers Think Tank is another way that we can work together to identify issues beyond financial or contractual measures to support recruitment and retention of teachers.

## **BACKGROUND**

- The Teachers Think Tank will be held early in the new year.
- It will be a virtual session to ensure that we hear from people from all parts of the province.
- The Teachers Think Tank will be focused 100% on teacher recruitment and retention.
- We'll be conducting an engagement questionnaire with teachers all around the province to ask them their most pressing needs in terms of recruitment and retention, which will inform the agenda for the event.
- The Teachers Think Tank will be bringing together people from the education field, government, the NLTA, and academia – and from elsewhere, if needed.
- The current vacancy rate is 2% of teaching positions.
- There are currently approximately 40 positions unfilled in the NLESD.

**From:** Linehan, Scott  
**Sent:** Wednesday, December 13, 2023 4:06 PM  
**To:** Picco, Angela  
**Cc:** Robinson, Lynn, Hollett, Nancy  
**Subject:** RE: For review - KM

Fine

**From:** Picco, Angela <angelapicco@gov.nl.ca>  
**Sent:** Wednesday, December 13, 2023 3:55 PM  
**To:** Linehan, Scott <SLinehan@gov.nl.ca>  
**Cc:** Robinson, Lynn <LynnRobinson@gov.nl.ca>; Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Subject:** For review - KM

Hi Scott,

Draft KMs for tomorrow's Think Tank announcement are below for your review.

Thanks,  
Angela

**Angela Picco (*shelherhers*)**  
Director of Communications  
Department of Education  
Government of Newfoundland and Labrador  
Office: (709) 729-3879  
Cell: (709) 687-4753  
[angelapicco@gov.nl.ca](mailto:angelapicco@gov.nl.ca)



.....  
**Education**  
**Teachers Think Tank**  
December 14, 2023

### **Summary**

In December 2023, the Provincial Government announced it would host a Teachers Think Tank early in the new year to help identify actions to support teacher recruitment and retention in the province.

### **Anticipated Questions**

- Why is government holding a Teachers Think Tank?
- Who will be in attendance?
- What is government doing to address recruitment and retention of teachers right now?

### **Key Messages**

- Our government has acknowledged that, like many other professions, teachers are facing recruitment and retention challenges that need to be addressed.

- The Teachers Think Tank will allow us to hear directly from teachers and determine opportunities to address those challenges head on.
- We want to connect with people from the education field including classroom teachers, as well as government, the NLTA, and academia to have solutions-focused discussions. These conversations will build on the recently ratified collective agreement and ultimately improve the retention and recruitment of teachers in Newfoundland and Labrador.
- Teachers are important and help shape the future generation of Newfoundlanders and Labradorians.
- It is vital that we work collaboratively with stakeholders like the NLTA to ensure that we are addressing challenges related to recruitment and retention of teachers.

### **Secondary Messages**

- A collective agreement with the NLTA has just been ratified, which outlines various incentives such as financial measures to support recruitment and retention, and to recognize the important role that teachers play.
- The Department of Education and the Newfoundland and Labrador English School District took steps this year to support a successful recruitment process to fill teacher vacancies, including providing teacher allocations earlier in the year and offering financial incentives for hard-to-fill positions.
- The Teachers Think Tank is another way that we can work together to identify issues beyond financial or contractual measures to support recruitment and retention of teachers.

### **BACKGROUND**

- The Teachers Think Tank will be held early in the new year.
- It will be a virtual session to ensure that we hear from people from all parts of the province.
- The Teachers Think Tank will be focused 100% on teacher recruitment and retention.
- We'll be conducting an engagement questionnaire with teachers all around the province to ask them their most pressing needs in terms of recruitment and retention, which will inform the agenda for the event.
- The Teachers Think Tank will be bringing together people from the education field, government, the NLTA, and academia – and from elsewhere, if needed.
- The current vacancy rate is 2% of teaching positions.
- There are currently approximately 40 positions unfilled in the NLESD.

**From:** King, Tracy  
**Sent:** Tuesday, December 12, 2023 5:21 PM  
**To:** Picco, Angela  
**Cc:** Linehan, Scott, Robinson, Lynn  
**Subject:** RE: For review - NR

Thanks Angela. This is good with me.

Tracy

**From:** Picco, Angela <angelapicco@gov.nl.ca>  
**Sent:** Tuesday, December 12, 2023 5:17 PM  
**To:** King, Tracy <tracyking@gov.nl.ca>  
**Cc:** Linehan, Scott <SLinehan@gov.nl.ca>; Robinson, Lynn <LynnRobinson@gov.nl.ca>  
**Subject:** For review - NR

Hi Tracy,

Draft news release for Thursday's Think Tank announcement is below for your review. Scott has reviewed.

Thank you,  
Angela

**Angela Picco (*she/her/hers*)**  
Director of Communications  
Department of Education  
Government of Newfoundland and Labrador  
Office: (709) 729-3879  
Cell: (709) 687-4753  
[angelapicco@gov.nl.ca](mailto:angelapicco@gov.nl.ca)



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## Education

December 14, 2023

### **Teachers Think Tank to be Held in New Year to Inform Recruitment and Retention Initiatives**

The Provincial Government and Newfoundland and Labrador Teachers' Association will host a Teachers Think Tank in early 2024 to inform further initiatives to support the recruitment and retention of teachers in the province.

**Minister Howell will be available to media to provide more details about the Teachers Think Tank today (Thursday, December 14) outside the House of Assembly, Confederation Building at 10:15 a.m. Minister Howell will be joined by President Trent Langdon of the Newfoundland and Labrador Teachers' Association.**

Teachers are facing recruitment and retention challenges that need to be addressed in Newfoundland and Labrador. The Teachers Think Tank will provide a dedicated forum to hear directly from teachers and determine opportunities to address those challenges head on.

The Teachers Think Tank will include educators, as well as the Provincial Government, the Newfoundland and Labrador Teachers' Association and academia. The goal of the Think Tank is to have solutions-focused discussions that will help strategize innovative short- medium- and long-term measures to build on the recently ratified collective agreement and ultimately improve the retention and recruitment of teachers in Newfoundland and Labrador.

Teachers are important and help to shape the future generation of Newfoundlanders and Labradorians. It is vital that the Provincial Government works collaboratively with stakeholders like the Newfoundland and Labrador Teachers' Association to appropriately address challenges related to recruitment and retention of teachers.

#### Quotes

"Teachers play a key role in contributing to the social and economic fabric of our province. I look forward to the opportunity to bring together educators and stakeholders from throughout Newfoundland and Labrador to outline challenges and, more importantly, identify solutions. Our government understands the value of teachers, and we'll continue to work towards supporting the recruitment and retention of those professionals."

Honourable Krista Lynn Howell  
Minister of Education

"QUOTE."

Trent Langdon  
President, Newfoundland and Labrador Teachers' Association

- 30 -

#### Learn more

[Provincial Government Highlights Ratified Collective Agreement with Newfoundland and Labrador Teachers' Association](#)

[Provincial Government and Newfoundland and Labrador Teachers' Association Reach Tentative Collective Agreement](#)

Follow us on X [@GovNL](#) and [@EDU\\_GovNL](#)

Like us on [Facebook](#)

#### Media contacts

Lynn Robinson  
Education  
709-729-1906, 709-691-9466  
[lynnrobinson@gov.nl.ca](mailto:lynnrobinson@gov.nl.ca)

Jennifer Tulk  
Newfoundland and Labrador Teachers' Association  
709-726-3223 x228  
email

**From:** Linehan, Scott  
**Sent:** Wednesday, December 13, 2023 9:42 AM  
**To:** Picco, Angela  
**Cc:** Robinson, Lynn  
**Subject:** RE: For review - QAs

s. 29(1)(a)

Yes, NLESD can provide that data for last two (although turnover it a trickier one)

**From:** Picco, Angela <angelapicco@gov.nl.ca>  
**Sent:** Wednesday, December 13, 2023 9:36 AM  
**To:** Linehan, Scott <SLinehan@gov.nl.ca>  
**Cc:** Robinson, Lynn <LynnRobinson@gov.nl.ca>  
**Subject:** For review - QAs

Hi Scott,

Please see below for draft QAs for tomorrow's think tank announcement; should I reach out to NLESD for info on the last two bullets (highlighted)?

Thanks,  
Angela

**Angela Picco (*shelherhers*)**  
Director of Communications  
Department of Education  
Government of Newfoundland and Labrador  
Office: (709) 729-3879  
Cell: (709) 687-4753  
[angelapicco@gov.nl.ca](mailto:angelapicco@gov.nl.ca)



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**Q&As**  
**Teachers Think Tank Announcement**  
December 14, 2023

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**Why is government hosting a Teachers Think Tank?**

- The Government of Newfoundland and Labrador and the Newfoundland and Labrador Teachers' Association (NLTA), along with other colleagues, are working to address teacher recruitment and retention needs facing the K-12 public education system in the province.
- We have acknowledged that, like many other professions, teachers are facing recruitment and retention challenges that need to be addressed.
- The Teachers Think Tank will allow us to hear directly from teachers and determine opportunities to address those challenges head on.

- We want to connect with people from the education field including classroom teachers, as well as government the NLTA and academia to have solutions-focused discussions that will help strategize innovative short- medium- and long-term measures to build on the recently ratified collective agreement and ultimately improve the retention and recruitment of teachers in Newfoundland and Labrador.
- Teachers are an important resource that help to shape the future generation of Newfoundlanders and Labradorians. It is vital that we work collaboratively with stakeholders like the NLTA to ensure that we are addressing challenges related to recruitment and retention of teachers.

### **When will it be held?**

- The Teachers Think Tank will be held early in the new year. We are still working through schedules to set the exact date, but we want to get to work on this as quickly as possible.
- It will be a virtual session to ensure that we hear from people from all parts of the province. Issues in one region might be far different than those in another and they may need different solutions.

### **What topics will be covered?**

- The Teachers Think Tank will be focused 100% on teacher recruitment and retention.
- We'll be conducting an engagement questionnaire with teachers all around the province to ask them their most pressing needs in terms of recruitment and retention. The exact topics that will be discussion at the Think Tank will come largely from the results of that engagement.

### **Who will attend?**

- We will be bringing together people from the education field, government, the NLTA, and academia – and from elsewhere if needed.

### **What is government doing to address recruitment and retention right now?**

- An agreement with the NLTA has just been ratified, which outlines various incentives such as financial measures to support recruitment and retention, and to recognize the important role that teachers play.
- The Department of Education and the Newfoundland and Labrador English School District took steps this year to support a successful recruitment process to fill teacher vacancies, including providing teacher allocations earlier in the year and offering financial incentives for hard-to-fill positions.
- The Teachers Think Tank is another way that we can work together to identify issues beyond financial or contractual measures to support recruitment and retention of teachers.

### **What is government doing to address violence in schools?**

- Any incidence of violence in schools, whether between students or against teachers, is unacceptable.

- Our government will commit to taking action to address violence in schools.
- The department's approach is currently heavily focused on prevention of violent incidents through social emotional learning and self-regulation to limit or eliminate the need for reactionary responses.
- Departmental and district staff, such as Safe and Inclusive Schools Itinerants, are always working with schools and staff on safe school environments.
- The department continued with funding of approximately \$4 million for an additional 40 administration/guidance units post COVID-19 to assist in mental health resourcing.
- The department is also a part of a coalition recently formed by the NLTA to address violence in schools. This coalition includes representation from the Departments of Justice and Children, Seniors and Social Development, as well as representatives from NLESD, RNC and RCMP to determine how we can work collaboratively to prevent violence in schools.

**Will government address class sizes and composition?**

- We will look at all issues that teachers have identified as a recruitment and retention, including issues that might impede their ability to provide a high quality educational experience for students in the K-12 public education system.

**What is the current vacancy rate of teachers in the province?**

- Copy

**What is the turnover rate of teachers in the province?**

- Copy

**From:** King, Tracy  
**Sent:** Wednesday, December 13, 2023 6:30 PM  
**To:** Picco, Angela  
**Cc:** Linehan, Scott, Terry Hall, Robinson, Lynn  
**Subject:** RE: For review - QAs

Thanks Angela. [REDACTED]

s. 29(1)(a)

Thanks,  
Tracy

**From:** Picco, Angela <angelapicco@gov.nl.ca>  
**Sent:** Wednesday, December 13, 2023 11:39 AM  
**To:** King, Tracy <tracyking@gov.nl.ca>  
**Cc:** Linehan, Scott <SLinehan@gov.nl.ca>; Terry Hall <terryhall@nlesd.ca>; Robinson, Lynn <LynnRobinson@gov.nl.ca>  
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**Angela Picco (*she/her/hers*)**  
Director of Communications  
Department of Education  
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Office: (709) 729-3879  
Cell: (709) 687-4753  
[angelapicco@gov.nl.ca](mailto:angelapicco@gov.nl.ca)



---

**Q&As**  
**Teachers Think Tank Announcement**  
December 14, 2023

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- Teachers are an important resource that help to shape the future generation of Newfoundlanders and Labradorians. It is vital that we work collaboratively with stakeholders like the NLTA to ensure that we are addressing challenges related to recruitment and retention of teachers.

### **When will it be held?**

- The Teachers Think Tank will be held early in the new year. We are still working through schedules to set the exact date, but we want to get to work on this as quickly as possible.
- It will be a virtual session to ensure that we hear from people from all parts of the province. Issues in one region might be far different than those in another and they may need different solutions.

### **What topics will be covered?**

- The Teachers Think Tank will be focused 100% on teacher recruitment and retention.
- We'll be conducting an engagement questionnaire with teachers all around the province to ask them their most pressing needs in terms of recruitment and retention. The exact topics that will be discussed at the Think Tank will come largely from the results of that engagement.

### **Who will attend?**

- We will be bringing together people from the education field, government, the NLTA, and academia – and from elsewhere if needed.

### **What is government doing to address recruitment and retention right now?**

- An agreement with the NLTA has just been ratified, which outlines various incentives such as financial measures to support recruitment and retention, and to recognize the important role that teachers play.
- The Department of Education and the Newfoundland and Labrador English School District took steps this year to support a successful recruitment process to fill teacher vacancies, including providing teacher allocations earlier in the year and offering financial incentives for hard-to-fill positions.
- The Teachers Think Tank is another way that we can work together to identify issues beyond financial or contractual measures to support recruitment and retention of teachers.

### **What is government doing to address violence in schools?**

- Any incidence of violence in schools, whether between students or against teachers, is unacceptable.

- Our government will commit to taking action to address violence in schools.
- The department's approach is currently heavily focused on prevention of violent incidents through social emotional learning and self-regulation to limit or eliminate the need for reactionary responses.
- Departmental and district staff, such as Safe and Inclusive Schools Itinerants, are always working with schools and staff on safe school environments.
- The department continued with funding of approximately \$4 million for an additional 40 administration/guidance units post COVID-19 to assist in mental health resourcing.
- The department is also a part of a coalition recently formed by the NLTA to address violence in schools. This coalition includes representation from the Departments of Justice and Children, Seniors and Social Development, as well as representatives from NLESD, RNC and RCMP to determine how we can work collaboratively to prevent violence in schools.

### **Will government address class sizes and composition?**

- We will look at all issues that teachers have identified as a recruitment and retention, including issues that might impede their ability to provide a high quality educational experience for students in the K-12 public education system.

### **What is the current vacancy rate of teachers in the province?**

- Approximately 2% vacancy rate.
  - 2328 of 2368 positions filled since May 9, 2023.
- Approximately 40 positions unfilled
  - 18 permanent and 22 term positions unfilled for this year.
- The NLESD continues to actively recruit for positions.

### **What is the turnover rate of teachers in the province?**

- For the past few years there have been about 250 teachers retiring each year, and about 140 new teachers entering the profession in NL.
- We have been working closely with the NLTA and other stakeholders such as Memorial University to seek solutions to encourage recruitment to the profession and to grow the number of young people looking to become teachers.

**From:** King, Tracy  
**Sent:** Wednesday, December 13, 2023 1:23 PM  
**To:** Picco, Angela  
**Cc:** Linehan, Scott, Terry Hall, Robinson, Lynn  
**Subject:** RE: For review - QAs

Has Nancy had a look at these?

**From:** Picco, Angela <angelapicco@gov.nl.ca>  
**Sent:** Wednesday, December 13, 2023 11:39 AM  
**To:** King, Tracy <tracyking@gov.nl.ca>  
**Cc:** Linehan, Scott <SLinehan@gov.nl.ca>; Terry Hall <terryhall@nlesd.ca>; Robinson, Lynn <LynnRobinson@gov.nl.ca>  
**Subject:** For review - QAs

Hi Tracy,

QAs for tomorrow's announcement are below for your review.

Thanks,  
Angela

**Angela Picco (*shelherhers*)**  
Director of Communications  
Department of Education  
Government of Newfoundland and Labrador  
Office: (709) 729-3879  
Cell: (709) 687-4753  
[angelapicco@gov.nl.ca](mailto:angelapicco@gov.nl.ca)



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**Q&As**  
**Teachers Think Tank Announcement**  
December 14, 2023

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**Why is government hosting a Teachers Think Tank?**

- The Government of Newfoundland and Labrador and the Newfoundland and Labrador Teachers' Association (NLTA), along with other colleagues, are working to address teacher recruitment and retention needs facing the K-12 public education system in the province.
- We have acknowledged that, like many other professions, teachers are facing recruitment and retention challenges that need to be addressed.
- The Teachers Think Tank will allow us to hear directly from teachers and determine opportunities to address those challenges head on.
- We want to connect with people from the education field including classroom teachers, as well as government, the NLTA and academia to have solutions-focused discussions that will help strategize innovative short- medium- and long-term measures to build on the recently ratified

collective agreement and ultimately improve the retention and recruitment of teachers in Newfoundland and Labrador.

- Teachers are an important resource that help to shape the future generation of Newfoundlanders and Labradorians. It is vital that we work collaboratively with stakeholders like the NLTA to ensure that we are addressing challenges related to recruitment and retention of teachers.

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- The department continued with funding of approximately \$4 million for an additional 40 administration/guidance units post COVID-19 to assist in mental health resourcing.
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- We have been working closely with the NLTA and other stakeholders such as Memorial University to seek solutions to encourage recruitment to the profession and to grow the number of young people looking to become teachers.

**From:** Noble, Tanya  
**Sent:** Wednesday, January 24, 2024 2:42 PM  
**To:** Hollett, Nancy, George, Kristina (EC-OPE)  
**Cc:** Mitchelmore, Nina  
**Subject:** RE: French Version ready for review

It should work now.

**From:** Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Sent:** Wednesday, January 24, 2024 2:07 PM  
**To:** George, Kristina (EC-OPE) <KGeorge@gov.nl.ca>; Noble, Tanya <tanyanoble@gov.nl.ca>  
**Cc:** Mitchelmore, Nina <ninamitchelmore@gov.nl.ca>  
**Subject:** RE: French Version ready for review

She can get on the landing page but can't access the survey.  
Are you able to let me know what she should do?

**From:** George, Kristina (EC-OPE) <KGeorge@gov.nl.ca>  
**Sent:** Wednesday, January 24, 2024 12:04 PM  
**To:** Hollett, Nancy <NancyHollett@gov.nl.ca>; Noble, Tanya <tanyanoble@gov.nl.ca>  
**Cc:** Mitchelmore, Nina <ninamitchelmore@gov.nl.ca>  
**Subject:** RE: French Version ready for review

Please ask her to test the questions as well – to ensure everything is working.

Just her initials and random choices.

**From:** Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Sent:** Wednesday, January 24, 2024 11:44 AM  
**To:** Noble, Tanya <tanyanoble@gov.nl.ca>  
**Cc:** George, Kristina (EC-OPE) <KGeorge@gov.nl.ca>; Mitchelmore, Nina <ninamitchelmore@gov.nl.ca>  
**Subject:** Re: French Version ready for review

She's created it.

On Jan 24, 2024, at 11:39 AM, Noble, Tanya <tanyanoble@gov.nl.ca> wrote:

Hello,

Think Tank en français is completed: <https://www.engagenl.ca/en/groupe-reflexion-aupres-du-personnel-enseignant>

Suzelle will need to create an engageNL account in order to access and review. Please let us know when she has one made and we will get Devin to grant her access.

**From:** Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Sent:** Tuesday, January 23, 2024 10:58 AM

**To:** George, Kristina (EC-OPE) <[KGeorge@gov.nl.ca](mailto:KGeorge@gov.nl.ca)>  
**Subject:** FW: Omissions

comments are in Green.

[SuzelleLavellee@gov.nl.ca](mailto:SuzelleLavellee@gov.nl.ca) is doing the review.

Thanks.

Nancy

**From:** Hollett, Nancy  
**Sent:** Wednesday, January 24, 2024 1:46 PM  
**To:** Lavallee, Suzelle  
**Subject:** Re: French Version ready for review

I'm just on my way back to the office. I'll stop by when I get there.

On Jan 24, 2024, at 1:15 PM, Lavallee, Suzelle <suzellelavallee@gov.nl.ca> wrote:

Hi,

May I ask a question, please ?

I am on the landing page and do not seem to be able to click anywhere to access the questionnaire.

Thank you,

Suzelle

**De :** Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Envoyé :** 24 janvier 2024 12:24  
**À :** Lavallee, Suzelle <suzellelavallee@gov.nl.ca>  
**Objet :** FW: French Version ready for review

Hi Suzelle

The link to the survey is below.

Are you also able to answer the questions as you do your read through? Just make them up. These are not considered part of the actual survey but we want to be sure all the links work.

Thanks.

Nancy

**From:** Noble, Tanya <tanyanoble@gov.nl.ca>  
**Sent:** Wednesday, January 24, 2024 11:40 AM  
**To:** Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Cc:** George, Kristina (EC-OPE) <KGeorge@gov.nl.ca>; Mitchelmore, Nina <ninamitchelmore@gov.nl.ca>  
**Subject:** French Version ready for review

Hello,

Think Tank en français is completed: <https://www.engagenl.ca/en/groupe-reflexion-aupres-du-personnel-enseignant>

**From:** Trent Langdon <tlangdon@nlta.ca>  
**Sent:** Friday, February 2, 2024 1:48 PM  
**To:** Stefanie Tuff, Burke, Anne, Ian Crewe  
**Cc:** King, Tracy  
**Subject:** RE: Nice to meet with you

Thanks for your response Stefanie and thanks all for a strong initial meeting.

Looking forward to opportunities and next steps.

Trent

Trent Langdon M.Ed, C.C.C. | PRESIDENT (He / Him)  
Newfoundland and Labrador Teachers' Association  
Tel: 709-726-3223, 1-800-563-3599  
[tlangdon@nlta.ca](mailto:tlangdon@nlta.ca)  
[www.nlta.nl.ca](http://www.nlta.nl.ca)

MENTAL HEALTH CRISIS LINE: 1-888-737-4668

[SCENT POLICY](#) [MISSION STATEMENT](#) [CONFIDENTIALITY](#)

**From:** Stefanie Tuff <STuff@nlta.ca>  
**Sent:** Friday, February 2, 2024 12:27 PM  
**To:** Burke, Anne <amburke@mun.ca>; Trent Langdon <tlangdon@nlta.ca>; Ian Crewe <icrewe@nlta.ca>  
**Cc:** King, Tracy <tracyking@gov.nl.ca>  
**Subject:** RE: Nice to meet with you

Thanks Anne, it was great to meet with you all too.

We have member survey information that may be of interest to you – I will liaise with my staff on this and get back to you on that.

The teacher questionnaire that is currently in progress is part of the Teachers Think Tank process. The questionnaire is administered by and the results will be received and reviewed (initially) by provincial Public Engagement officials but, once the process has concluded, I would think that all of the information from the Think Tank would be of interest to the Education Accord NL.

Take care,  
Stefanie

**Stefanie Tuff (she/her)** | Executive Director  
Newfoundland and Labrador Teachers' Association  
Tel: 709-726-3223, 1-800-563-3599 ext 224  
[stuff@nlta.ca](mailto:stuff@nlta.ca)  
[www.nlta.ca](http://www.nlta.ca)

■  
[SCENT POLICY](#) [MISSION STATEMENT](#) [CONFIDENTIALITY](#)



**From:** Burke, Anne <[amburke@mun.ca](mailto:amburke@mun.ca)>  
**Sent:** Friday, February 2, 2024 8:21 AM  
**To:** Stefanie Tuff <[STuff@nlta.ca](mailto:STuff@nlta.ca)>; Trent Langdon <[tlangdon@nlta.ca](mailto:tlangdon@nlta.ca)>; Ian Crewe <[icrewe@nlta.ca](mailto:icrewe@nlta.ca)>  
**Cc:** King, Tracy <[tracyking@gov.nl.ca](mailto:tracyking@gov.nl.ca)>  
**Subject:** Nice to meet with you

**CAUTION:** This email originated from outside the NLTA. Do not click links or open unexpected attachments unless you know the content is safe.

Good morning Trent, Stephanie, and Ian,

It was nice to meet and hear more about NLTA and teachers' present concerns and passions about teaching in Newfoundland classrooms.

We appreciated your suggestion of a survey to be implemented in the fall of 2024. Seeing that you mentioned in our meeting that teachers have been participating in a number of surveys over the past few months, I wondered if you felt some of the information gleaned may be helpful to inform our work?

Would you let us know your thoughts? We could also speak by phone or meet.

Kind Regards,

Anne

Anne Burke PhD  
Professor  
Literacy Education & Early Learning  
Project Lead Discovery Play Centre  
Twitter: @DrAnneBurke1  
Faculty of Education  
Memorial University  
Canada  
(709) 864-8610

**From:** Hollett, Nancy  
**Sent:** Monday, February 5, 2024 11:43 AM  
**To:** Katrina Moores  
**Subject:** FW: Nice to meet with you  
**Attachments:** Teachers Think Tank Questionnaire Final.docx

Hi

I just realized that I didn't include Karen on this. Are you able to make sure she has this as well?

Thanks

Nancy

**From:** Hollett, Nancy  
**Sent:** Friday, February 2, 2024 1:20 PM  
**To:** 'Burke, Anne' <[amburke@mun.ca](mailto:amburke@mun.ca)>; King, Tracy <[tracyking@gov.nl.ca](mailto:tracyking@gov.nl.ca)>  
**Cc:** Katrina Moores <[katrinamoores@nlschools.ca](mailto:katrinamoores@nlschools.ca)>  
**Subject:** RE: Nice to meet with you

Hi

Please see the Teachers Think Tank questionnaire, as attached.  
If you need anything further, please just let me know.

Nancy

**From:** Burke, Anne <[amburke@mun.ca](mailto:amburke@mun.ca)>  
**Sent:** Friday, February 2, 2024 12:42 PM  
**To:** King, Tracy <[tracyking@gov.nl.ca](mailto:tracyking@gov.nl.ca)>  
**Cc:** Hollett, Nancy <[NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)>; Katrina Moores <[katrinamoores@nlschools.ca](mailto:katrinamoores@nlschools.ca)>  
**Subject:** Re: Nice to meet with you

Thanks so much ! This will be very helpful

Anne Burke PhD  
Professor  
Literacy Education & Early Learning  
Project Lead Discovery Play Centre  
Twitter: @DrAnneBurke1  
Faculty of Education  
Memorial University  
Canada  
(709) 864-8610

**From:** King, Tracy <tracyking@gov.nl.ca>  
**Sent:** Friday, February 2, 2024 8:36 AM  
**To:** Burke, Anne  
**Cc:** Hollett, Nancy; Katrina Moores  
**Subject:** Re: Nice to meet with you

Good morning Anne,  
Further to your email below and for your information awareness, I'm asking Nancy to send to you and Karen a copy of the survey that's being used to inform the Teachers Think Tank on February 23. The survey will be open until the Teachers Think Tank which unfortunately will be held while you are away. Since it is virtual, I hope you might be able to make it to some portion of the day.

Regards,  
Tracy

**Tracy King**

Deputy Minister

Department of Education

709-729-3955

[www.nlschools.ca](http://www.nlschools.ca)

On Feb 2, 2024, at 8:21 AM, Burke, Anne <[amburke@mun.ca](mailto:amburke@mun.ca)> wrote:

**CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.**

Good morning Trent, Stephanie, and Ian,

It was nice to meet and hear more about NLTA and teachers' present concerns and passions about teaching in Newfoundland classrooms.

We appreciated your suggestion of a survey to be implemented in the fall of 2024. Seeing that you mentioned in our meeting that teachers have been participating in a number of

surveys over the past few months , I wondered if you felt some of the information gleaned may be helpful to inform our work?

Would you let us know your thoughts? We could also speak by phone or meet.

Kind Regards,

Anne

Anne Burke PhD  
Professor  
Literacy Education & Early Learning  
Project Lead Discovery Play Centre  
Twitter: @DrAnneBurke1  
Faculty of Education  
Memorial University  
Canada  
(709) 864-8610

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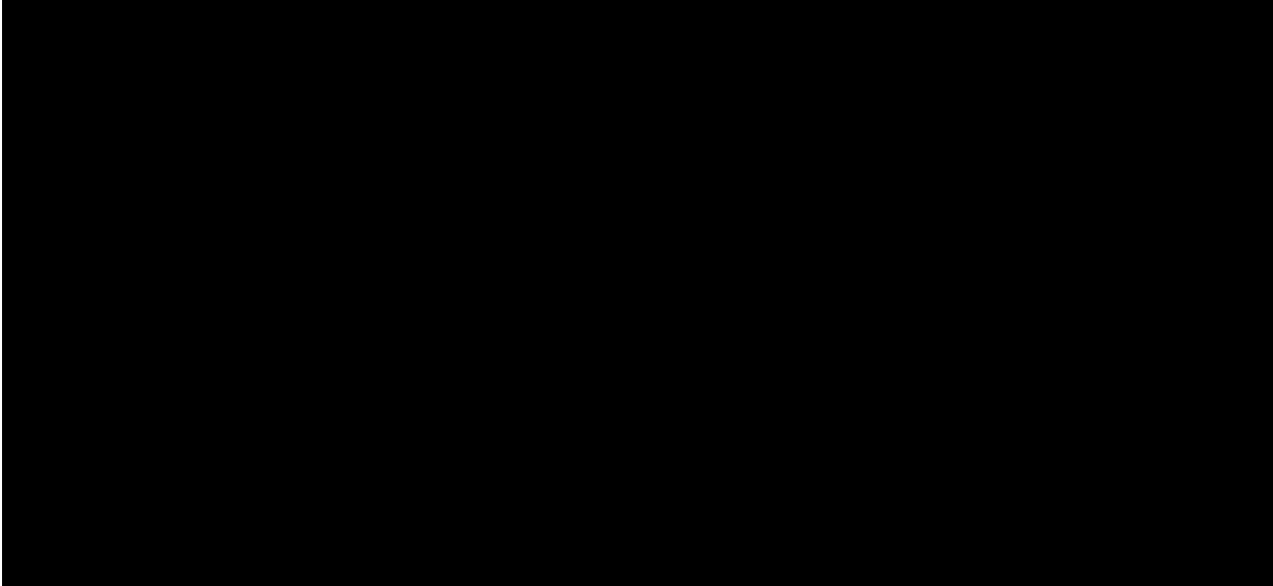
**From:** Linehan, Scott  
**Sent:** Thursday, December 28, 2023 3:32 PM  
**To:** Hollett, Nancy  
**Subject:** RE: EDU Think Tank Engagement and Consultation Plan DRAFT (1).docx

Some minor edits.

Will read 2<sup>nd</sup> half later. Good!

s. 29(1)(a)

Public Environment



**From:** Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Sent:** Thursday, December 28, 2023 3:09 PM  
**To:** Linehan, Scott <SLinehan@gov.nl.ca>  
**Subject:** EDU Think Tank Engagement and Consultation Plan DRAFT (1).docx

For review

**From:** Sorensen, David  
**Sent:** Friday, January 12, 2024 10:27 AM  
**To:** Hollett, Nancy, Barfoot, Scott  
**Subject:** RE: E and C Plan

I've made a couple of minor edits in the doc, Nancy.

Cheers  
Dave

**From:** Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Sent:** Thursday, January 11, 2024 2:42 PM  
**To:** Sorensen, David <DavidSorensen@gov.nl.ca>; Barfoot, Scott <ScottBarfoot@gov.nl.ca>  
**Subject:** E and C Plan

Hi Dave and Scot

I've put a E and C Plan for the Teachers Think Tank in the EDU shared drive for your review.

Thanks,

Nancy

**Nancy Hollett**  
Director of Communications - Integration  
Department of Education  
Government of Newfoundland and Labrador

Office: 709-729-0048 | Cell: 709-327-7878  
E-Mail: [NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)

3<sup>rd</sup> Floor, West Block  
Confederation Building  
P.O. Box 8700  
St. John's, NL A1B 4J6

**Engagement and Consultation Plan  
Teachers Think Tank  
Department of Education**

**Issue Statement**

- The Newfoundland and Labrador Teachers' Association (NLTA) have indicated teacher shortages as a key issue impacting classrooms. Recruitment and retention of public school teachers is a priority for the Department of Education.

**Objective(s)**

- The Teachers Think Tank will provide a dedicated forum to hear directly from teachers and determine opportunities to address those challenges head on.
- The goal of the Teachers Think Tank is to have solutions-focused discussions that will help strategize innovative short-medium-and long-term measures to build on the recently ratified collective agreement and ultimately improve the retention and recruitment of teachers in Newfoundland and Labrador.

**Target Audiences**

External Audiences

- Newfoundland and Labrador Teachers' Association
- Educators
- Newfoundland and Labrador Federation of School Councils

Internal Audiences

- Department of Education
- Treasury Board Secretariat
- Premier's Office

**Public Environment Scan and Background**

- The NLTA has been vocal about its concerns and need for a long-term plan for education in the province, including the recruitment and retention of teachers. In October 2022, the NLTA issued a news release indicating that they were troubled by the impact of staff shortages in K-12 schools. The President said that he hears daily from members who are discouraged by the struggle to meet student needs in their schools. He said there are schools with multiple vacant teaching positions, including Instructional Resource teachers, guidance counsellors and others being reassigned due to lack of substitutes and absent student assistants.  
<https://www.nlta.nl.ca/wp-content/uploads/2022/10/NLTA-Troubled-by-Impact-of-Staff-Shortages-Oct-13-2022.pdf>
- In November 2022, the NLTA issued a news release calling for action to address teacher recruitment and retention in the province. The NLTA wants a comprehensive approach to address the recruitment, retention and resourcing

issues that are impacting schools. The President acknowledged that recruitment incentives have been offered for a small number of hard to fill teaching positions, but there has been no confirmed, clearly communicated, consistent approach for such situations and no action to address retention. <https://www.nlta.nl.ca/wp-content/uploads/2022/11/NLTA-Calls-for-Action-to-Address-Teacher-Redruitment-Nov-21-2022.pdf>

- On Budget Day (March 24, 2023), the President of the NLTA was featured in a budget reaction article on CBC and said that there wasn't enough money to address the educational system's problems with recruitment and retention. He called it a very small section on education and again called for a deep need for a comprehensive long-term strategy to address recruitment and retention issues. He said there will be some positions come into the teacher workforce – a positive – but they're dealing with teacher shortages, hard-to-fill positions, and it's a bigger issue than just some money. <https://www.cbc.ca/news/canada/newfoundland-labrador/nl-budget-reax-1.6788425>
- In April 2023, the NLTA issued a news release in response to comments made by the Minister of Education regarding staffing shortages in Labrador West schools. According to the news release, the Minister had referenced that there was only the equivalent of one teaching position (one half-time and two-quarter time positions) vacant in the region. The association president said the 'staffing shortfall' to use the Minister's language, in this one school alone exceeds the number he referenced for the entire region, which includes three English schools and one French school. <https://www.nlta.nl.ca/wp-content/uploads/2023/04/NLTA-Shocked-by-Ministers-Comments-Apr-28-2023.pdf>
- On December 14, 2023, the Minister of Education and the NLTA announced that they will host a Teachers Think Tank in early 2024 to inform further initiatives to support the recruitment and retention of teachers in the province. The Think Tank will include educators, as well as the Provincial Government, the NLTA and academia. <https://www.gov.nl.ca/releases/2023/education/1214n01/>
- The announcement of the Teachers Think Tank received mixed media coverage by all media outlets. While teachers and unions were generally positive, the New Democratic Party has viewed it negatively.

<https://ntv.ca/province-announces-teachers-think-tank-to-be-held-in-new-year/>

<https://www.cbc.ca/news/canada/newfoundland-labrador/nl-nlta-think-tank-1.7059555>

<https://www.saltwire.com/atlantic-canada/news/weve-been-waving-this-flag-for-a-long-time-nl-government-and-union-plan-teachers-think-tank-for-early-next-year-100921320/>

- In September 2023, a CBC article highlighted the need to fill dozens of teacher vacancies in Labrador as the new school year began. The Minister was featured indicating that staff have been working to try and fill some of the positions and were at various stages of appointments. The article pointed out that the Provincial Government is working on a recruitment and retention plan with the NLTA. The President of the NLTA said that there's also a shortage of substitutes. He said kids are struggling and strains on the greater education system will be more evident. <https://www.cbc.ca/news/canada/newfoundland-labrador/nl-teacher-shortage-1.6958133>
- CBC aired an interview in December 2023 with a retired teacher that called the “underfunded and under-resourced inclusion model in schools is creating a monster”. The teacher indicated that during his career a student punched him and broke his finger. The teacher said there are many problems with the education system and without proper resources, he said educators are often left in challenging predicaments with little support. The President of the NLTA said a lack of resources isn't allowing teachers or schools to properly help children with behavioural challenges. <https://www.cbc.ca/player/play/2291902019790>
- The topic made it to the floor of the House of Assembly during Question Period in 2023.
  - During the Spring 2023 session (May 1, 2023) of the House of Assembly, the opposition questioned the now former Minister as to why he wasn't taking action to address systemic teacher shortages in Labrador West. The Minister announced that of the English School District positions, there were 101 filled positions and there are currently two quarter-time positions and one half-time position vacant. For the Francophone school board, there is one quarter-time position vacant out of a total of five and a quarter. The Minister acknowledged challenges with substitutes and are working with the school district to increase that recruitment and retention and acknowledged, also, that support staff is a challenge.
  - The Third Party also questioned the now former Minister on May 2, 2023, about a shortage of substitutes, lack of classroom supports and unfilled teaching positions which add up to an unstable learning environment. The Minister responded indicating that work has been ongoing with the Faculty of Education and the NLTA on recruitment and retention. There are significant incentives offered for teachers to go to rural, remote and Labrador schools. He said they are conscious of the difficulties in recruiting support staff, but there are labour challenges across the whole market.
  - On May 4, 2023, the Third-Party Member for Labrador West asked if support staff and union reps in the schools in that area have an opportunity to present their issues directly to the department Assistant Deputy Minister when they visit

the following week. The now former Minister responded indicating the important role that the NLTA plays in these types of situations and would be bringing it up with the President in a meeting scheduled for later that same day. The Minister said he would be interested in hearing views on teaching from anyone, but to leave out the NLTA is a disservice to them.

- During the Fall 2023 session (November 2, 2023) of the House of Assembly, the current Minister of Education was asked by the Official Opposition critic in Question Period about a parent whose child is receiving less time with their Instructional Resource teachers than they were allocated. They asked should a parent pay out of pocket because the approved resources are not available. As part of her response, the Minister said they are working with the NLTA on a plan for recruitment and retention for all qualified educators in the province. This year there has been a great uptake in teachers in some of our hard-to-fill positions, with initiatives undertaken as part of the plan to fill some of the harder-to-fill positions.

### **Strategic Considerations and Analysis**

- The Teachers Think Tank will include educators, as well as the Provincial Government, the Newfoundland and Labrador Teachers' Association and academia. The goal of the Teachers Think Tank is to have solutions-focused discussions that will help strategize innovative short- medium- and long-term measures to build on the recently ratified collective agreement and ultimately improve the retention and recruitment of teachers in Newfoundland and Labrador.
- Teachers are important and help to shape the future generation of Newfoundlanders and Labradorians. It is vital that the Provincial Government works collaboratively with stakeholders like the Newfoundland and Labrador Teachers' Association to appropriately address challenges related to recruitment and retention of teachers.
- A collective agreement with the NLTA has been signed, which outlines various incentives such as financial measures to support recruitment and retention, and to recognize the important role that teachers play.
- The Department of Education and the Newfoundland and Labrador English School District took steps in 2023 to support a successful recruitment process to fill teacher vacancies, including providing teacher allocations earlier in the year and offering financial incentives for hard-to-fill positions.
- The Teachers Think Tank is another way that the Department and the NLTA can work together to identify issues beyond financial or contractual measures to support recruitment and retention of teachers.

- The integration of the Newfoundland and Labrador English School District into government occurred on January 1, 2024. Teacher hiring is now the responsibility of the Department of Education.

### **Key Messages**

- Our government has acknowledged that, like many other professions, teachers are facing recruitment and retention challenges that need to be addressed.
- The Teachers Think Tank will allow us to hear directly from teachers and determine opportunities to address those challenges head on.
- We want to connect with people from the education field including classroom teachers, as well as government, the NLTA, and academia to have solutions-focused discussions. These conversations will build on the recently ratified collective agreement and ultimately improve the retention and recruitment of teachers in Newfoundland and Labrador.
- Teachers are important and help shape the future generation of Newfoundlanders and Labradorians.
- As we are seeing in other professions, Newfoundland and Labrador's aging population is seeing more teachers retiring than we are graduating from university.
- It is vital that we work collaboratively with stakeholders like the NLTA to ensure that we are addressing challenges related to recruitment and retention of teachers.

### **Approach**

The engagement and consultation process will use a phased approach, whereby results from phase one will guide discussions during phase two.

#### **Phase One: Online Questionnaire**

- Working in collaboration with the Public Engagement and Planning (PEP) division, the Department of Education and NLTA will undertake a process for NLTA members to provide views through the engageNL website. Engagement activities through engageNL shall include, both English and French versions:
  - Developing an engageNL landing page to host background information and outline ways to participate.
  - Developing an online questionnaire hosted on engageNL.
- Consideration may also be given to allow non-NLTA members who are certified teachers in Newfoundland and Labrador to provide input through email.

## **Phase Two: Virtual Consultations**

- Engagement with the teaching sector will be undertaken through a one-day virtual Think Tank session that will be facilitated by PEP.
- Information collected from phase one will inform discussions for the virtual session conducted during phase two of the engagement and consultation process. Phase two will seek to validate information gathered during phase one of the consultations and build upon it to identify short and long- term solutions to issues and concerns relating to teacher recruitment and retention.
- PEP will capture and provide the findings from the session to the Department of Education and the NLTA. Information from the Teachers Think Tank will be used to create initiatives to support teacher recruitment and retention.
- Requests for accommodation will be addressed on a case-by-case basis in consultation with the Disability Policy Office (DPO) or applicable government department.

## **Role of the Public Engagement and Planning Division**

The Public Engagement and Planning Division (PEP) has been engaged in the planning process from its initial stages and is supportive of the approach proposed in this plan.

PEP will support the design, development (including question design), delivery and facilitation as required for each component of the consultation and engagement approach including:

- Development and hosting of a pre-session questionnaire;
- Provide the data (in English) from the English and French versions of the online questionnaires;
- Facilitation and technical support of virtual session;
- Question development for the “discussion rounds;” and,

PEP will assist the department in the finalization of the agenda, manage the feedback received from the virtual session, and conduct a high-level analysis of the responses/data.

## **Engagement Resources and Materials**

- PEP, in conjunction with the Department of Education and the NLTA, will develop an online questionnaire hosted on engageNL that will be distributed in advance of the virtual think tank.
- Department of Education and the NLTA will provide a background summary/introduction to the questionnaire on the engageNL platform.
- Department of Education and NLTA will provide materials to participants in advance of the online sessions, including the agenda for the day. They will also include an overview of the current teaching environment, feedback from the online questionnaire hosted on engageNL, areas that will be explored, and provide any relevant cross-jurisdictional information.

- The virtual session is expected to be discussions that allow for unique perspectives, based on the participants' work and lived experiences.
- Materials will be sent to the DPO for review for accessibility with the Inclusive Public Engagement Policy.
- Department of Education and the NLTA will provide facilitators and notetakers for the event. The Office of Women and Gender Equality will be engaged to provide guidance and support on Gender Based Analysis Plus.

### **Privacy Policy**

- A Preliminary Privacy Impact Assessment (PIIA) will be developed for this consultation process. Participants will be notified that their information will be collected for the purposes of gathering feedback on future initiatives regarding recruitment and retention for teachers in the province. Personal information will not be collected. Any feedback which is provided to the department and contains personal information will be kept in accordance with the provisions of **ATIPPA, 2015**.

### **Schedule**

- The questionnaire is expected to be posted online for three weeks beginning in January. It will be in English and French and will only be available to those who are given a specific link to access it.
- The one-day virtual Teachers Think Tank is expected to take place in February. Date to be confirmed with Premier's Office.

### **Communication/Marketing**

- The NLTA will share a link to the landing page and questionnaire that allows participants to bypass the need for engageNL registration directly to teachers.
- Multiple notifications will be provided to teachers.

### **Minister/MHA Involvement**

- The Premier and Minister of Education will bring greetings to the Teachers Think Tank and set the stage for the day's activities.

### **Recording, Reporting and Reflection of Stakeholder Input**

- Data from the questionnaire will be shared with the participants in advance of the Teachers Think Tank.
- Feedback will be shared during the Teachers Think Tank following each breakout session.

- No video or audio recordings will take place and no identifying information will be collected.
- Information received during the Teachers Think Tank will be used to create short-medium- and long-term strategies to address issues around the recruitment and retention of teachers.

### **Media Policy**

- Media will not be invited to attend the session.
- The Premier, Minister and NLTA President will hold a media availability at the conclusion of the event.

<b>Prepared: Nancy Hollett</b>
<b>Date: December 27, 2023</b>
<b>Reviewed: Scott Linehan, ADM</b>
<b>Date: December 28, 2023</b>
<b>Approved: Tracy King, DM</b>
<b>Date: January 9, 2024</b>
<b>Approved: C. Young, ADM Public Engagement and Planning</b>
<b>Date: January 10, 2024</b>

**From:** Linehan, Scott  
**Sent:** Wednesday, December 13, 2023 4:25 PM  
**To:** Hollett, Nancy  
**Subject:** Re: Think Tank Meeting

Fine.

Sent from my iPhone

On Dec 13, 2023, at 4:18 PM, Hollett, Nancy <NancyHollett@gov.nl.ca> wrote:

HI

I would like to move our meeting for tomorrow, if no one objects. Minister Howell and President Langdon will be holding their scrum at the same time and I have to attend that. I'll connect with Jennifer later and come up with a new time.

I will let the PEP folks know.

Thanks

Nancy

**Nancy Hollett**  
Director of Communications - Integration  
Department of Education  
Government of Newfoundland and Labrador

Office: 709-729-0048 | Cell: 709-327-7878  
E-Mail: [NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)

3<sup>rd</sup> Floor, West Block  
Confederation Building  
P.O. Box 8700  
St. John's, NL A1B 4J6

**From:** Hollett, Nancy  
**Sent:** Thursday, December 14, 2023 10:14 AM  
**To:** Mitchelmore, Nina  
**Subject:** Re: Teacher Think Tank

Oh I forgot to let you know. I'm so sorry. The minister and Trent Langdon have a media availability and we can't make it.

N

On Dec 14, 2023, at 10:09 AM, Mitchelmore, Nina <ninamitchelmore@gov.nl.ca> wrote:

Hi Nancy,

Just wondering if we are still going ahead with the meeting, Devin and I are online but no one is here yet?

**Nina Mitchelmore**

Engagement Planner, Public Engagement & Planning Division

**Executive Council, Communications and Public Engagement Branch**  
Government of Newfoundland and Labrador

**709 457-7699 | [ninamitchelmore@gov.nl.ca](mailto:ninamitchelmore@gov.nl.ca)**

<image001.jpg>

**From:** King, Tracy  
**Sent:** Thursday, December 14, 2023 5:49 PM  
**To:** Dempster, Lisa  
**Subject:** RE:

Thanks for sending along!

**From:** Dempster, Lisa <LisaDempster@gov.nl.ca>  
**Sent:** Thursday, December 14, 2023 1:06 PM  
**To:** King, Tracy <tracyking@gov.nl.ca>  
**Subject:** Fwd:



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Lisa Dempster, MHA

Cartwright-L'Anse au Clair  
Minister Responsible for Indigenous Affairs & Reconciliation,  
Minister Responsible for Labrador Affairs, & Deputy Government House Leader

Constituency 1 (800) 286-9118  
Departmental 1 (709) 729-2073


Sent from my iPhone

Begin forwarded message:

**From:** Lindsey Lethbridge <lindseylethbridge@nlesd.ca>  
**Date:** December 14, 2023 at 12:40:31 PM NST  
**To:** "Dempster, Lisa" <LisaDempster@gov.nl.ca>

s. 40(1)



**CAUTION:** This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

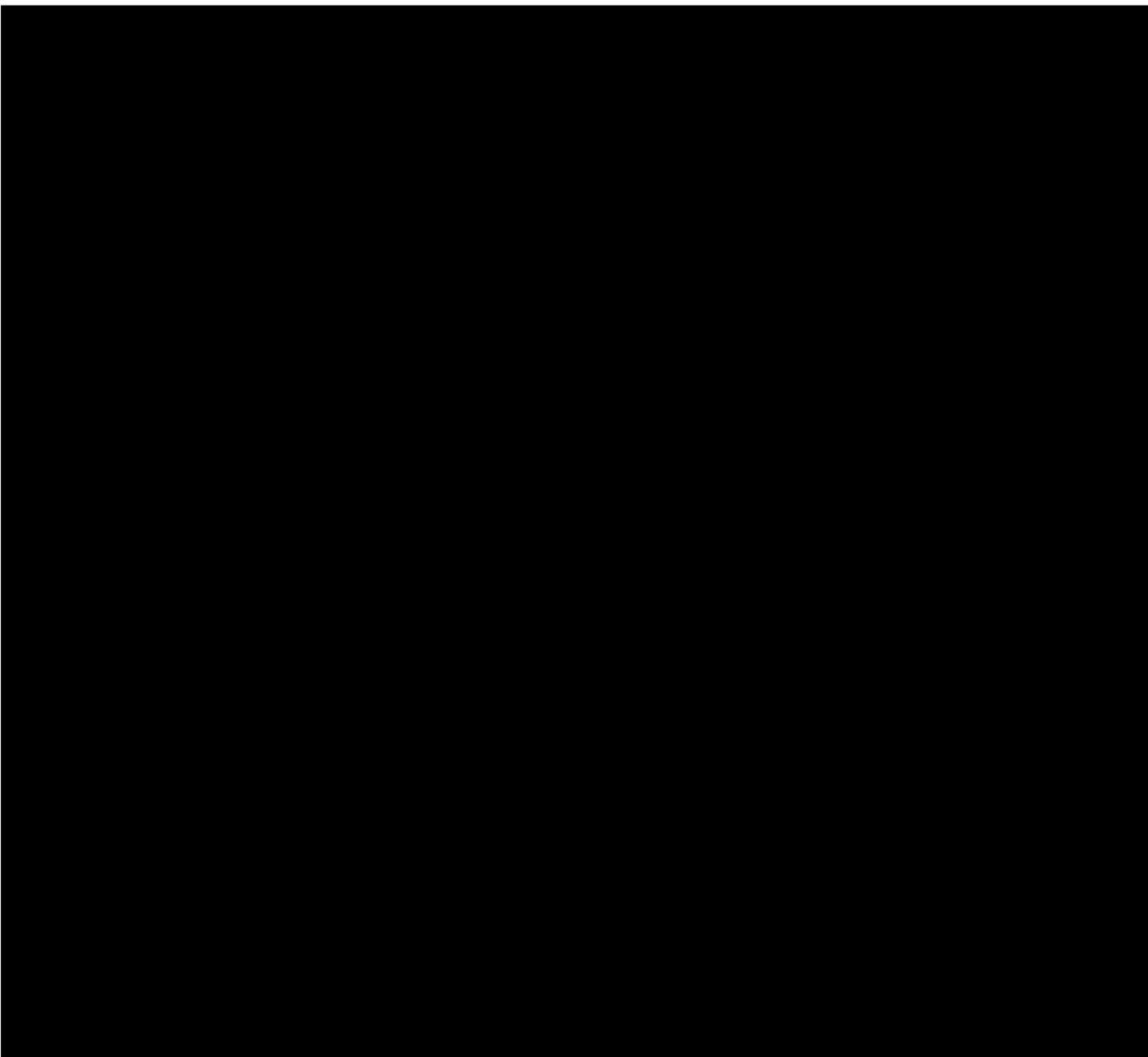


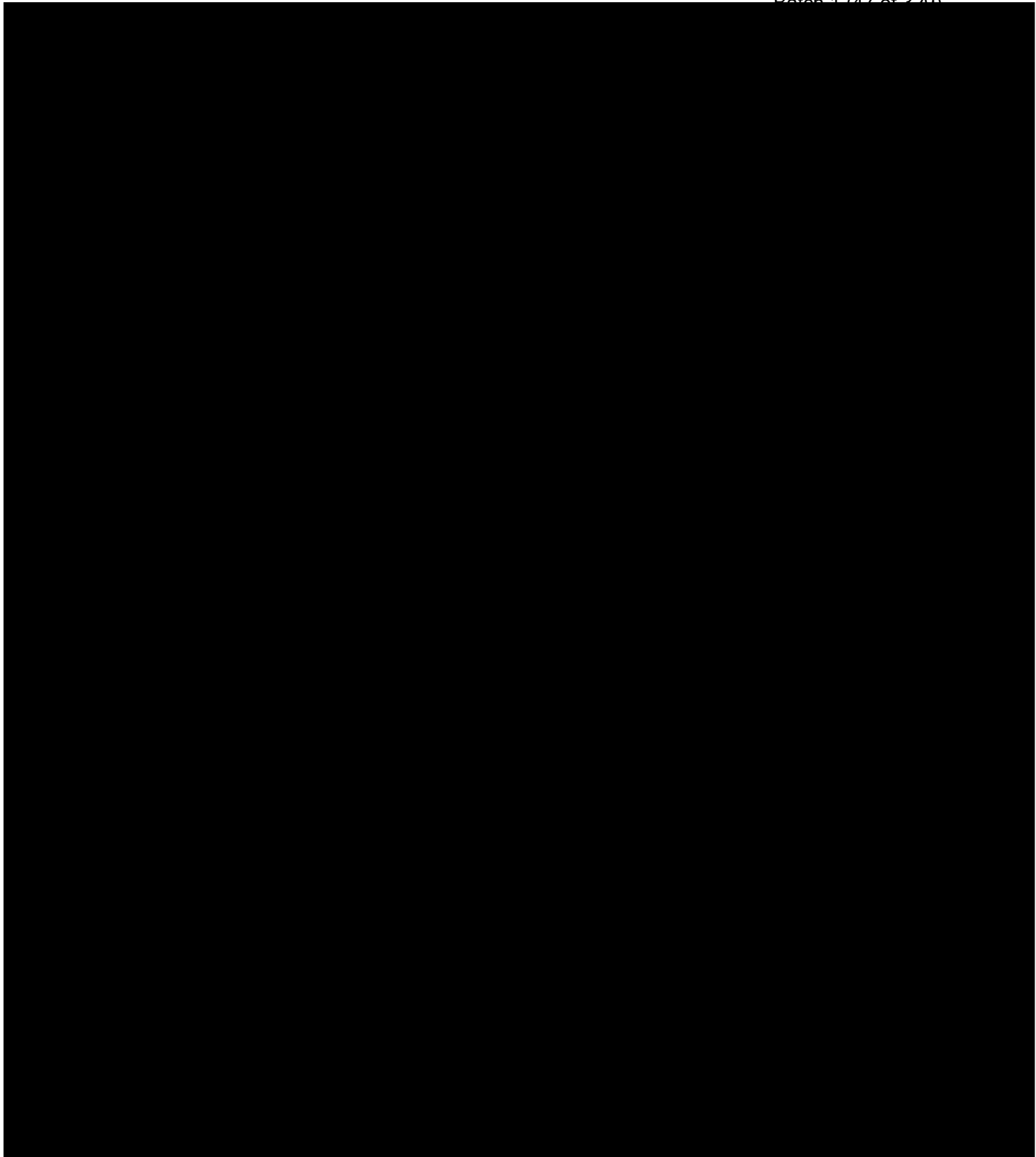
**Lindsey Lethbridge**  
Principal, Henry Gordon Academy  
P.O. Box 300, 35 Main Rd.  
Cartwright, Labrador, NL, Canada, A0K1V0  
(w) 709 938-7291 (f) 709 938-7467  
Twitter: @HenryGordonAcad

=====

**From:** Robinson, Lynn  
**Sent:** Friday, December 15, 2023 9:02 AM  
**To:** Howell, Krista Lynn, King, Tracy, O'Leary, Greg, Hayes, Robyn, Linehan, Scott, Baker-Worthman, Lisa, Noseworthy, Tanya, Terry Hall  
**Cc:** Picco, Angela, Hollett, Nancy, Hill, Angelica  
**Subject:** Headlines: December 15, 2023 - Education

- 
2. CBC – A think-tank is planned to recruit more teachers in N.L. The NDP leader call it a delay tactic
  3. VOXM – Province, NLTA Teaming Up for Teachers Think Tank on Recruitment and Retention
  4. NTV – Province announces Teachers Think Tank to be held in New Year
  5. The Telegram – 'We've been waving this flag for a long time': N.L. government and union plan Teachers Think Tank for early next year
- 





**2. A think-tank is planned to recruit more teachers in N.L. The NDP leader call it a delay tactic**

**December 13, 2023**

**<https://www.cbc.ca/player/play/2292242499615>**

The Newfoundland and Labrador government and the provincial teachers' union are planning a think-tank in 2024 to address the challenges of recruiting and retaining teachers. NDP Leader Jim Dinn says the answer is more resources — and the think-tank will only be a success if the 2024 budget has more money allocated for education.

**3. Province, NLTA Teaming Up for Teachers Think Tank on Recruitment and Retention  
December 13, 2023**

<https://vocm.com/2023/12/14/227528/>

There's going to be a think tank early in the new year to come up with ways to attract and retain teachers.

The provincial government and the Newfoundland and Labrador Teachers' Association are teaming up on the forum to hear directly from teachers and determine opportunities to address challenges of recruitment and retention head on.

The objective is to build on the current collective agreement which was recently ratified by teachers.

NLTA President Trent Langdon believes the Think Tank is a worthwhile exercise.

He trusts that the exercise is being done in good faith, and he has "great hopes" for the potential outcomes. He doesn't think things are going to change overnight, but he does note that having teachers themselves tell their stories is much different than the association speaking out.

**4. Province announces Teachers Think Tank to be held in New Year**

**By Beth Penney**

**December 13, 2023**

<https://ntv.ca/province-announces-teachers-think-tank-to-be-held-in-new-year/>

Education Minister Krista Lynn Howell, alongside NLTA President Trent Langdon, announced they will host a Teachers Think Tank in early 2024 to inform further initiatives to support the recruitment and retention of teachers in the province.

The province says the Teachers Think Tank will provide a dedicated forum to hear directly from teachers and determine opportunities to address those challenges head on.

The Teachers Think Tank will include educators, as well as the Provincial Government, the NLTA and academia. The goal of the Think Tank is to have solutions-focused discussions that will help strategize innovative short- medium- and long-term measures to build on the recently ratified collective agreement and ultimately improve the retention and recruitment of teachers in Newfoundland and Labrador.

**5. 'We've been waving this flag for a long time': N.L. government and union plan Teachers Think Tank for early next year**

**By Juanita Mercer**

**December 14, 2023**

Educators across the province will get a chance to tell the government what they need at a Teachers Think Tank early next year.

Education Minister Krista Lynn Howell and Newfoundland and Labrador Teachers' Association (NLTA) president Trent Langdon made the announcement outside the House of Assembly on Thursday.

The Teachers Think Tank will also include representation from the provincial government, the NLTA and academia.

The goal is to have solutions-focused discussions to help strategize short-, medium-, and long-term measures to improve the retention and recruitment of teachers.

Increasing violence in schools

Langdon told reporters about some of the challenges educators are facing, such as instructional resource teachers with huge caseloads that can't be properly addressed, a lack of student assistants, and increasing violence and behavioural concerns in schools.

"We've been waving this flag for a long time. It's a concern. It's been around for many years," Langdon said.

"There does need to be substantive change, rather than just saying we need to look at this, and there's another committee. I'm not viewing this think tank as another committee. I'm

viewing it as an opportunity, as a stepping stone towards some substantive change. And we'd like nothing more than — and we need to see in the next few months — some direct action that is going to address some of these major issues,” he said.

Surveys will be first step

Howell said educators will receive a survey in January to provide feedback on their priority issues. Then the government will build those issues into the think tank model.

She said there will be very strict timelines because the government wants to get this done.

“We don't want to get it done in a hurry, but we want to get it done right and effectively because we know that ... every day that we don't have it done right now is another day that our teachers are feeling those pressures,” Howell said.

'What we need is action'

Immediately after the announcement, NDP Leader Jim Dinn wanted to talk to the media about it. He said he was not impressed.

“We don't need a think tank. What we need is action,” Dinn said.

He called the think tank “another delay tactic from actually doing the work that needs to be done.”

Dinn is a former teacher, a former president of the NLTA from 2013-2017, and a former member of the executive board of the Canadian Teachers' Federation.

He said the province's education system needs to be better funded so the inclusive education model can be properly staffed and delivered.

“I think, honest to God, that calling this think tank is just another way so that government doesn't have to spend the money and invest in the children in the province. That's what this comes down to. Report after report has identified (what is needed),” Dinn said.

'Fluff and window dressing'

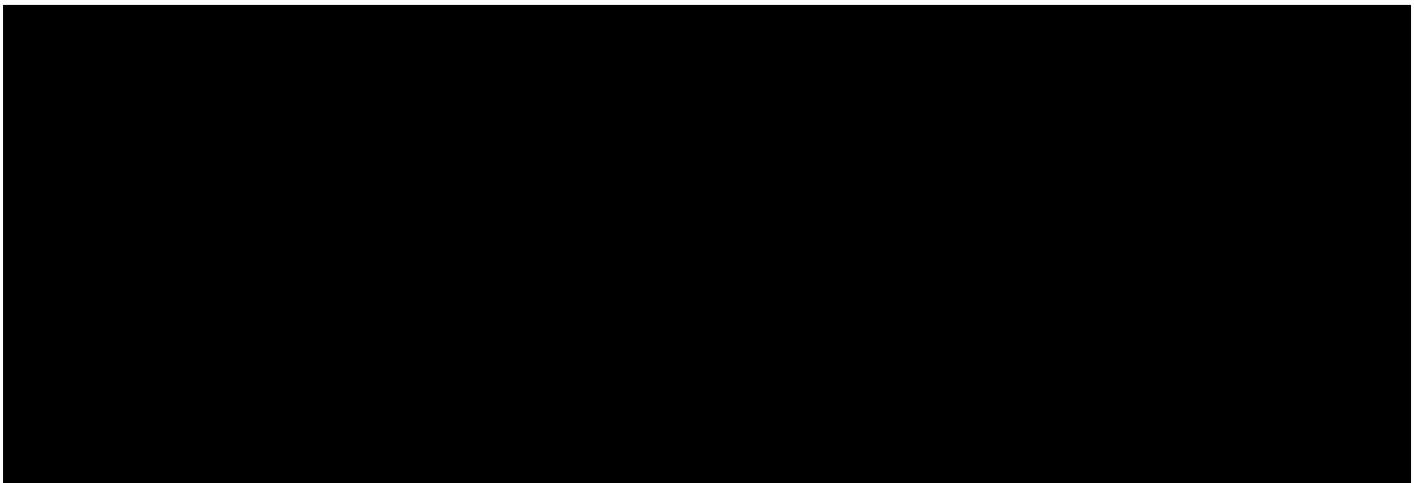
Dinn said the measure of a successful think tank will be if next year's provincial budget puts the needed resources in place in the school system.

“What infuriates me is that how many times do you have to be hit in the face, or knocked on the head, for government to finally realize this comes down to a resourcing issue?” he said.

“I will tell you, I was vice-president of the NLTA in 2009. We knew it then. We would make a representation to government. Before me, the same thing. When I was president, I brought these issues forward. ... We've had the Carter Churchill case which clearly identifies the lack of resources when it comes to inclusive education. We've had ample examples of what needs to be done to address the inclusive education model. It's about resourcing.”

Dinn said if there's nothing in Budget 2024 to address class size and composition, then the think tank is “just fluff and window dressing, and a way to delay making any real, meaningful decision.”

He said if the government doesn't put more teachers in the system, they will find that more teachers will end up leaving the system, making the situation worse.



**From:** Robinson, Lynn  
**Sent:** Monday, December 18, 2023 8:23 AM  
**To:** Howell, Krista Lynn, King, Tracy, O'Leary, Greg, Hayes, Robyn, Linehan, Scott, Baker-Worthman, Lisa, Noseworthy, Tanya, Terry Hall  
**Cc:** Picco, Angela, Hollett, Nancy, Hill, Angelica  
**Subject:** Headlines: December 18, 2023 - Education

2. VOCM – Too Much Talk, Not Enough Action: Dinn Criticizes Teacher Recruitment Think Tank

2. **Too Much Talk, Not Enough Action: Dinn Criticizes Teacher Recruitment Think Tank December 15, 2023**

<https://vocm.com/2023/12/15/227598/>

The leader of the provincial NDP, who is also a former head of the NLTA, is less than impressed with government's announcement of a think tank on teacher recruitment.

Education Minister Krista Lynn Howell and NLTA President Trent Langdon announced the initiative yesterday, which will get underway in the new year.

Jim Dinn says the issues of today are the same ones he was calling for action on when he was with the association.

Dinn asks "how many times do you have to be hit in the face, or knocked on the head, for government to finally realize this comes down to a resourcing issue?"

After so long, Dinn's call to government is simple. "Do something." Dinn says a think-tank is not a bold idea, noting that several have been held. He says what's needed is for teachers to be put into the system.

**From:** George, Kristina (EC-OPE)  
**Sent:** Monday, December 18, 2023 11:31 AM  
**To:** Hollett, Nancy  
**Cc:** Mitchelmore, Nina, Noble, Tanya  
**Subject:** Think tank engage NL materials  
**Attachments:** EngageNL Landing Page for PEP Comments TTT.docx, Pre-Engagement Questionnaire Teachers Think Tank - PEP Comments 12-18-2023.docx

Hi Nancy,

We have reviewed the landing page and questionnaire. You can see our edits/questions in documents attached.

Once you have updated the documents, please send back to us and we can begin building your engagement on engageNL.

Note: you will require a banner photo. Size: Less than 2 MB. Ideally the banner picture should be 2000x408 pixels and sent in JPEG/JPG/PNG format.

We will also need the PPIA completed before we go live, and the Engagement and Consultation Plan, which has to go through approval process on our end.

Reach out if you have any questions.

Kristina

**Kristina George (she/her)**  
Regional Partnership Planner  
Public Engagement and Planning Division  
Communications and Public Engagement Branch  
Executive Council  
Government of Newfoundland and Labrador  
E: [kgeorge@gov.nl.ca](mailto:kgeorge@gov.nl.ca)  
T: 709-729-6845  
C: 709-631-8244

## engageNL Template

### Landing Page:

## Teachers Think Thank

### Overview

The Government of Newfoundland and Labrador and the Newfoundland and Labrador Teachers Union are coming together with other colleagues to discuss [REDACTED] opportunities and help carve out a path forward to address the concerns and challenges facing teachers in the province.

### Get Involved

Your insight is important and is greatly welcomed [REDACTED]

By completing the online questionnaire you will help us gain valuable insights that will determine how we can move forward together to address challenges, opportunities and gaps that teachers are facing.

Thank you in advance for your participation.

### Online Questionnaire:

This questionnaire will be available until X:XX p.m. on Day, Month, Date. It should take you approximately XX minutes to complete this questionnaire.

If you have any questions related to this questionnaire or require an alternate format please contact the department at (name/number/email).

[Click here to complete the questionnaire.](#)

### **How will your input be used?**

The information we receive will be reviewed by the Department of Education and the NLTA. All feedback will be considered during the Teachers Think Tank being held in Month.

### **Privacy Statement**

Please do not include your name or any information that could identify you. The collection of information is done under the authority of section 61(c) of the Access to Information and Protection of Privacy Act, 2015, for the purpose of collecting public feedback for the [REDACTED]

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Any personal information that may be received will be governed in accordance with the Access to Information and Protection of Privacy Act, 2015 and will only be used for the purpose of informing participants of public engagement results at the end of the process.

If you have any questions about how this information will be collected, used and disclosed, please contact XXX at email.

### **Contact Us**

If you have any questions or additional comments regarding the Nursing Think Tank, please email [TeachersThinkTank@gov.nl.ca](mailto:TeachersThinkTank@gov.nl.ca).

**Other Considerations for engageNL:**

***Caption for engagement page link:***

**Questionnaire on Teaching in Newfoundland and Labrador**

The Government of Newfoundland and Labrador is seeking input to help inform the recruitment and retention of teachers in the province.

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7Draft

1. Please specify the region of the province you live in:

- Labrador
- Western
- Central
- Avalon

2. Please indicate the approximate size of your school, based on student enrolment:

- Fewer than 50 students
- 51-100 students
- 101-150 students
- 151-200 students
- 201-250 students
- 251-300 students
- 301-350 students
- 351-400 students
- 401-450 students
- 451-500 students
- 501-550 students
- 551-600 students
- More than 601 students
- Other

3. How long have you been teaching?

- < 1 year
- 1 to 5 years
- 6 to 10 years
- 11 to 20 years
- 20 + years

4. Do you intend to retire within the next two years?

- Yes
- No
- Don't know

5. In which grade/level do you teach?

- K-6
- 7-9
- 10-12
- K-12
- Other

[REDACTED]

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6. Which of the following best describes the majority of your teaching assignment?

- K-6 classroom teacher (including music, physical education, etc.)
- 7-12 classroom teacher (including music, physical education, etc.)
- Instructional Resource Teacher (IRT)
- Guidance Counsellor
- Reading Specialist
- Teacher Librarian
- Educational Psychologist
- Speech Language Pathologist
- Teaching sSchool aAdministrator (principal or assistant principal)
- Full Time School aAdministrator (principal or assistant principal)
- Itinerant Teacher (including DHH, BVI, program itinerants)
- EAL Teacher
- Teaching and Learning Assistant
- Program Specialist
- Substitute Teacher
- Other (please specify)

7. What is the status of your current (2023-24 school year) position? (Choose all options that apply)

- Permanent Full Time Teacher
- Permanent Part Time Teacher [REDACTED]
- [REDACTED]
- Currently in a term/replacement contract (on leave from permanent position)
- Teacher in a Full Time Term/Replacement Contract
- Teacher in a Part Time Term/Replacement Contract [REDACTED]
- [REDACTED]
- Substitute Teacher

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**Additional Questions based on teaching assignment:**

If Teaching sSchool Aadministrator (Pprincipal or Aassistant Pprincipal) OR Full time School Aadministrator (Pprincipal or Aassistant Pprincipal)

- On average, how often in the run of a regular school week are you required to reassign staff to fill vacancies in your school due to lack of substitutes?
  - o Once a week
  - o 2-3 times a week
  - o Daily

- How would you describe the overall morale of your staff this school year compared to previous years?
  - o Excited for the day ahead
  - o Ok, but generally positive
  - o Neutral
  - o Ok, but generally negative
  - o Stressed and anxious
- Has there been an increase in your workload in the past year?
  - o Yes
  - o No
  - o Comment box to allow thoughts as to why. | \_\_\_\_\_

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If Substitute Teacher

- Are you looking for permanent employment as a teacher? | \_\_\_\_\_
  - o Yes
  - o No
    - Why or why not? | \_\_\_\_\_

8. Are the demands of your workplace negatively impacting your mental health and wellness?
- Yes
  - No
  - Prefer not to say

9. Reflecting on your own experiences and perceptions, do you identify as having experienced symptoms of burnout? \_\_\_\_\_ **Burnout:** s. 29(1)(a)
- Burnout is a state of emotional, physical, and mental exhaustion caused by excessive and prolonged stress. Burnout in the course of employment can make one feel emotionally drained and unable to function in the context of work and other aspects of life.

- Yes
- No
- Prefer not to say

10. In the last year would you say that your work environment has:-
- Improved
  - Stayed the same
  - Worsened
  - Prefer not to say
  - Don't know

Please explain

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11. Have you experienced any workplace violence since the start of the current (2023-24) school year? **Select All That Apply**

- Yes (drop down menu)
  - Emotional abuse
  - Physical violence
  - Threat(s) of physical violence
  - Verbal abuse
  - I have not experienced workplace-violence during the current school year
  - Don't know
  - Other, please specify (insert text box to explain other)
- No
- Don't know.

Please explain

11B. If yes, is your experience with workplace violence the same, less or more than the previous school year?

12. Are you looking to leave your current position because of working conditions?

- Yes, I am looking for a position at a different school/site in NL
- Yes, I am looking for a position at a different school/site outside of NL
- Yes, I am seriously considering leaving the teaching profession entirely
- Yes, I am looking to retire early
- No
- No, because I am due to retire soon
- Other, please explain (insert text box to explain)

The purpose of the Teachers Think Tank Event is to develop innovative solutions to help address recruitment and retention challenges facing the public K-12 education system in Newfoundland and Labrador. Please reflect on the opportunities and concerns within your school or workplace and provide any suggestions (no matter how small or large) you may have. The issues identified, opportunities and solutions recommended will be grouped into themes and will help inform and guide discussion at the Teachers Think Tank event.

13. What are your TOP THREE concerns at the moment? (Please select only three (3) concerns)

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- Lack of preparation time
- Coverage for absent colleagues/lack of substitute teachers
- Lack of adequate resources in school/classroom
- Lack of direction/communication and support from school districts
- Lack of sick leave
- Lack of personal leave
- Violence/aggression in the workplace
- Lack of access to professional learning opportunities during the workday
- Class size challenges
- Class composition challenges
- The impact my work is having on my mental health (or physical)
- The impact my work is having on my physical health
- Salary
- Social media abuse/harassment from parents/students
- Regular/frequent re-deployment to cover certain tasks due to lack of student assistants
- Compassion fatigue [REDACTED] **Compassion Fatigue:** Compassion fatigue is a term that describes the physical, emotional, and psychological impact of helping others — often through experiences of stress or trauma. Compassion fatigue can lead to burnout, which is a cumulative sense of fatigue or dissatisfaction.
- Unmanageable workload/caseload
- Lack of affordable and appropriate housing options
- High cost of travel to access essential services, including health care
- Other (please specify)

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**[Note: Each choice has two follow up questions for Q13**

**Please describe your concern**

**What solutions do you suggest to address your concern?**

14. Please identify UP TO THREE issues that should be prioritized to improve recruitment and retention of teachers in NL? (Please select only 3 issues)

s. 29(1)(a)

- Increased and competitive salaries and benefits for all teachers
- Improvements to hiring practices
- Hiring incentives for rural and remote areas
- Provide incentives to retain existing permanent teachers
- Improved housing and travel supports
- Improved workload conditions
- Improved working conditions

- Increased access to paid leave (including sick leave)
- Increased access to meaningful professional learning
- Safe working conditions and supports for teachers
- Appropriate and enforceable class size limits
- Appropriate and enforceable class composition parameters
- Improved access to well-being and mental health supports
- Improved on-boarding and supports for beginning teachers

[Note: "Please explain" box expand once each answer for Q. 14 is selected.

**What solutions do you suggest to address the issue?**

15 Please identify UP TO THREE aspects of your work environment that are positive and you feel contribute to the retention of teachers.

s. 29(1)(a)

16 Please briefly describe something that makes you proud to be a teacher or something that you enjoy about being a teacher.

s. 29(1)(a)

**From:** King, Tracy  
**Sent:** Friday, December 22, 2023 10:43 AM  
**To:** Martin, Stephanie, Hollett, Nancy  
**Subject:** FW: think tank on recruitment and retention

Nancy,  
Would you please respond to this inquiry.

Thanks,  
Tracy

**From:** Howell, Krista Lynn <KristaLynnHowell@gov.nl.ca>  
**Sent:** Friday, December 22, 2023 9:29 AM  
**To:** King, Tracy <tracyking@gov.nl.ca>; Picco, Angela <angelapicco@gov.nl.ca>  
**Subject:** Fwd: think tank on recruitment and retention

Sent from my iPhone

Begin forwarded message:

**From:** Devin Dwyer <DDwyer@amaln.ca>  
**Date:** December 14, 2023 at 2:52:26 PM NST  
**To:** "Howell, Krista Lynn" <KristaLynnHowell@gov.nl.ca>  
**Subject:** think tank on recruitment and retention

**CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.**

Good afternoon,

I'm wondering if your department's joint think tank with the NLTA examining recruitment and retention will have a mechanism for engaging qualified teachers that are not working within the school district. There are countless trained teachers that have chosen to work elsewhere despite the public narrative of teacher shortages, indicating a perspective which would be valuable to your findings.

Thank you,

**Devin M. Dwyer, BA, BEd, BSpEd, MEd (He/Him)**  
Manager of Education Services

92 Elizabeth Avenue, Suite 101  
St. John's, NL  
A1A 1W7  
**C: 1-709-770-7774**

**From:** Hollett, Nancy  
**Sent:** Friday, December 22, 2023 11:35 AM  
**To:** DDwyer@amalnl.ca  
**Subject:** FW: think tank on recruitment and retention

Hello Mr. Dwyer

Thank you so much for connecting with Minister Howell on the Teachers Think Tank.

We appreciate your interest in this project and I will bring forward your suggestion to the organizing committee. I will be in touch with you in the new year with further information.

Regards,

**Nancy Hollett**

Director of Communications - Integration  
Department of Education  
Government of Newfoundland and Labrador

Office: 709-729-0048 | Cell: 709-327-7878  
E-Mail: [NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)

3<sup>rd</sup> Floor, West Block  
Confederation Building  
P.O. Box 8700  
St. John's, NL A1B 4J6

Begin forwarded message:

**From:** Devin Dwyer <[DDwyer@amalnl.ca](mailto:DDwyer@amalnl.ca)>  
**Date:** December 14, 2023 at 2:52:26 PM NST  
**To:** "Howell, Krista Lynn" <[KristaLynnHowell@gov.nl.ca](mailto:KristaLynnHowell@gov.nl.ca)>  
**Subject:** think tank on recruitment and retention

**CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.**

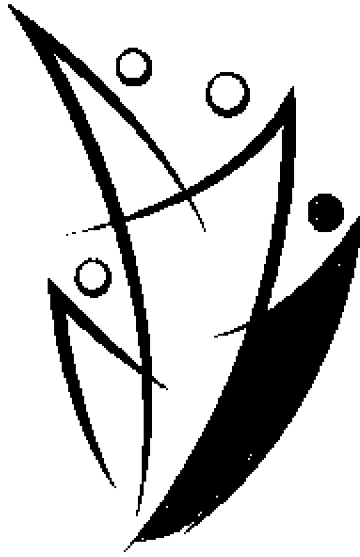
Good afternoon,

I'm wondering if your department's joint think tank with the NLTA examining recruitment and retention will have a mechanism for engaging qualified teachers that are not working within the school district. There are countless trained teachers that have chosen to work elsewhere despite the public narrative of teacher shortages, indicating a perspective which would be valuable to your findings.

Thank you,

**Devin M. Dwyer, BA, BEd, BSpEd, MEd (He/Him)**  
Manager of Education Services

92 Elizabeth Avenue, Suite 101  
St. John's, NL  
A1A 1W7  
**C: 1-709-770-7774**



## **AMAL YOUTH AND FAMILY CENTRE**

*We acknowledge the island of Ktaqmkuk (Newfoundland) as the unceded, traditional territory of the Beothuk and the Mi'kmaq. And we acknowledge Labrador as the traditional and ancestral homelands of the Innu of Nitassinan, the Inuit of Nunatsiavut, and the Inuit of NunatuKavut. We recognize all First Peoples who were here before us, those who live with us now, and the seven generations to come. As First Peoples have done since time immemorial, we strive to be responsible stewards of the land and to respect the cultures, ceremonies, and traditions of all who call it home. As we open our hearts and minds to the past, we commit ourselves to working in a spirit of truth and reconciliation to make a better future for all.*

Please consider the environment before printing this email.

[hmodlin@amaln.ca](mailto:hmodlin@amaln.ca)

**From:** Hollett, Nancy  
**Sent:** Friday, December 29, 2023 2:39 PM  
**To:** Jennifer Tulk  
**Subject:** EngageNL Landing Page for TTT V3.docx  
**Attachments:** EngageNL Landing Page for TTT V3.docx

Hi

This is the other document we need translated. Again, when NLTA is good with, we will send over to translation. We can discuss during our meeting on Tuesday.

Thanks.

Nancy

engageNL Template

s. 29(1)(a)

Landing Page:

## Teachers Think Thank

### Overview

The Government of Newfoundland and Labrador and the Newfoundland and Labrador and the Newfoundland and Labrador Teachers' Association are coming together with other colleagues to discuss opportunities and help find solutions to address the recruitment and retention concerns and challenges facing teachers in the province.

s. 29(1)(a)

### Get Involved

Your insight is important and is greatly welcomed through this questionnaire.

By completing the online questionnaire you will help us gain valuable insights that will determine how we can move forward together to address recruitment and retention challenges, opportunities and gaps that teachers are facing.

s. 29(1)(a)

Thank you in advance for your participation.

### Online Questionnaire:

This questionnaire will be available until X:XX p.m. on [REDACTED] 2024. It should take you approximately XX minutes to complete this questionnaire.

If you have any questions related to this questionnaire or require an alternate format please contact the department at [TeachersThinkTank@gov.nl.ca](mailto:TeachersThinkTank@gov.nl.ca).

[Click here to complete the questionnaire.](#)

**How will your input be used?**

The information we receive will be reviewed by the Department of Education and the NLTA. All feedback will be considered during the Teachers Think Tank being held in February.

**Privacy Statement**

Please do not include your name or any information that could identify you. The collection of information is done under the authority of section 61(c) of the Access to Information and Protection of Privacy Act, 2015, for the purpose of collecting public feedback for the Teachers Think Tank.

Any personal information that may be received will be governed in accordance with the Access to Information and Protection of Privacy Act, 2015 and will only be used for the purpose of informing participants of public engagement results at the end of the process.

If you have any questions about how this information will be collected, used and disclosed, please contact [TeachersThinkTank@gov.nl.ca](mailto:TeachersThinkTank@gov.nl.ca).

**Contact Us**

If you have any questions or additional comments regarding the Nursing Think Tank, please email [TeachersThinkTank@gov.nl.ca](mailto:TeachersThinkTank@gov.nl.ca).

**Other Considerations for engageNL:**

***Caption for engagement page link:***

**Questionnaire on Teaching in Newfoundland and Labrador**

The Government of Newfoundland and Labrador is seeking input to help inform the recruitment and retention of teachers in the province.

**From:** Hollett, Nancy  
**Sent:** Tuesday, January 2, 2024 5:13 PM  
**To:** Noble, Tanya, George, Kristina (EC-OPE), Mitchelmore, Nina  
**Subject:** Think Tank Materials  
**Attachments:** EngageNL Landing Page for TTT V3.docx, Banner.jpg, Button.jpg, EDU TTT Questionnaire.docx

Hi Tanya

Here are the materials for the questionnaire, as discussed.

Nancy

**Nancy Hollett**

Director of Communications - Integration  
Department of Education  
Government of Newfoundland and Labrador

Office: 709-729-0048 | Cell: 709-327-7878  
E-Mail: [NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)

3<sup>rd</sup> Floor, West Block  
Confederation Building  
P.O. Box 8700  
St. John's, NL A1B 4J6





4\

s. 29(1)(a)

**7 Draft Questionnaire - Teachers Think Tank**

1. Please specify the region of the province you live in:
  - a. Northeast Avalon (St. John's/Mount Pearl/CBS area)
  - b. Avalon Peninsula (excluding Northeast Avalon)
  - c. Clarenville and Bonavista Region
  - d. Burin Peninsula Region
  - e. Gander and New-Wes-Valley Region
  - f. Grand Falls-Windsor, Baie Verte and Harbour Breton Region
  - g. Stephenville, Port aux Basques and Burgeo Region
  - h. Corner Brook and Rocky Harbour Region
  - i. St. Anthony and Sally's Cove Region
  - j. Labrador
  
2. Please indicate the approximate size of your school, based on student enrolment:
  - Fewer than 50 students
  - 51-100 students
  - 101-150 students
  - 151-200 students
  - 201-250 students
  - 251-300 students
  - 301-350 students
  - 351-400 students
  - 401-450 students
  - 451-500 students
  - 501-550 students
  - 551-600 students
  - 601-700 students
  - 701-800 students
  - More than 800 students
  
3. How long have you been teaching?
  - < 1 year
  - 1 to 5 years
  - 6 to 10 years
  - 11 to 20 years
  - 20 + years
  
4. Do you intend to retire within the next two years?
  - Yes
  - No
  - Don't know

5. In which grade/level do you teach?

- K-6
- 7-9
- 10-12
- K-12
- Other

s. 29(1)(a)

6. Which of the following best describes the majority of your teaching assignment?

- K-6 classroom teacher (including music, physical education, etc.)
- 7-12 classroom teacher (including music, physical education, etc.)
- Instructional Resource Teacher (IRT)
- Guidance Counsellor
- Reading Specialist
- Teacher Librarian
- Educational Psychologist
- Speech Language Pathologist
- Teaching School Administrator (principal or assistant principal)
- Full Time School Administrator (principal or assistant principal)
- Itinerant Teacher (including DHH, BVI, program itinerants)
- EAL Teacher
- Teaching and Learning Assistant
- Program Specialist
- Substitute Teacher
- Other (please specify)

7. What is the status of your current (2023-24 school year) position? (Choose all options that apply)

- Permanent Full Time Teacher
- Permanent Part Time Teacher
- Currently in a Term/Replacement Contract (on leave from permanent position)
- Teacher in a Full Time Term/Replacement Contract
- Teacher in a Part Time Term/Replacement Contract
- Substitute Teacher

s. 29(1)(a)

s. 29(1)(a)

**Additional Questions based on teaching assignment:**

**If Teaching School Administrator (Principal or Assistant Principal) OR Full time School Administrator (Principal or Assistant Principal)**

- *On average, how often in the run of a regular school week are you required to reassign staff to fill vacancies in your school due to lack of substitutes?*
  - o *Once a week*
  - o *2-3 times a week*
  - o *Daily*
- *How would you describe the overall morale of your staff this school year compared to previous years?*
  - o *Excited for the day ahead*
  - o *Ok, but generally positive*
  - o *Neutral*
  - o *Ok, but generally negative*
  - o *Stressed and anxious*
- *Has there been an increase in your workload in the past year?*
  - o *Yes*
  - o *No*
  - o *If yes, please explain.*

*If Substitute Teacher*

- *Are you looking for permanent employment as a teacher?*
  - o *Yes*
  - o *No*
  - o *Please explain*

8. Are the demands of your workplace negatively impacting your mental health and wellness?  
Yes  
No  
Prefer not to say

9. Reflecting on your own experiences and perceptions, do you identify as having experienced symptoms of burnout? [REDACTED] **Burnout:**  
Burnout is a state of emotional, physical, and mental exhaustion caused by excessive and prolonged stress. Burnout in the course of employment can make one feel emotionally drained and unable to function in the context of work and other aspects of life.

s. 29(1)(a)

Yes  
No  
Prefer not to say

10. In the last year would you say that your work environment has:

- Improved
- Stayed the same
- Worsened

- Prefer not to say
- Don't know

Please explain

11. Have you experienced any workplace violence since the start of the current (2023-24) school year? **Select All That Apply**

- Yes (drop down menu)
  - Emotional abuse
  - Physical violence
  - Threat(s) of physical violence
  - Verbal abuse
  - I have not experienced workplace-violence during the current school year
  - Don't know
  - Other, please specify (insert text box to explain other)
- No
- Don't know.

Please explain

11B. If yes, is your experience with workplace violence the same, less or more than the previous school year?

12. Are you looking to leave your current position because of working conditions?

- Yes, I am looking for a position at a different school/site in NL
- Yes, I am looking for a position at a different school/site outside of NL
- Yes, I am seriously considering leaving the teaching profession entirely
- Yes, I am looking to retire early
- No
- No, because I am due to retire soon
- Other, please explain (insert text box to explain)

The purpose of the Teachers Think Tank Event is to develop innovative solutions to help address recruitment and retention challenges facing the public K-12 education system in Newfoundland and Labrador. Please reflect on the opportunities and concerns within your school or workplace and provide any suggestions (no matter how small or large) you may have. The issues identified, opportunities and solutions recommended will be grouped into themes and will help inform and guide discussion at the Teachers Think Tank event.

13. What are your TOP THREE concerns at the moment? (Please select only three (3) concerns)

[REDACTED]

s. 29(1)(a)

- Lack of preparation time
- Coverage for absent colleagues/lack of substitute teachers
- Lack of adequate resources in school/classroom
- Lack of direction/communication and support from school districts
- Lack of sick leave
- Lack of personal leave
- Violence/aggression in the workplace
- Lack of access to professional learning opportunities during the workday
- Class size challenges
- Class composition challenges
- The impact my work is having on my mental health (or physical)
- The impact my work is having on my physical health
- Salary
- Social media abuse/harassment from parents/students
- Regular/frequent re-deployment to cover certain tasks due to lack of student assistants
- Compassion fatigue [REDACTED] **Compassion Fatigue:** Compassion fatigue is a term that describes the physical, emotional, and psychological impact of helping others — often through experiences of stress or trauma. Compassion fatigue can lead to burnout, which is a cumulative sense of fatigue or dissatisfaction.
- Unmanageable workload/caseload
- Lack of affordable and appropriate housing options
- High cost of travel to access essential services, including health care
- Other (please specify)

s. 29(1)(a)

**[Note: Each choice has two follow up questions for Q13**

**Please describe your concern**

**What solutions do you suggest to address your concern?]**

14. Please identify UP TO THREE issues that should be prioritized to improve recruitment and retention of teachers in NL? (Please select only 3 issues)

[REDACTED]

s. 29(1)(a)

- Increased and competitive salaries and benefits for all teachers
- Improvements to hiring practices
- Hiring incentives for rural and remote areas
- Provide incentives to retain existing permanent teachers

- Improved housing and travel supports
- Improved workload conditions
- Improved working conditions
- Increased access to paid leave (including sick leave)
- Increased access to meaningful professional learning
- Safe working conditions and supports for teachers
- Appropriate and enforceable class size limits
- Appropriate and enforceable class composition parameters
- Improved access to well-being and mental health supports
- Improved on-boarding and supports for beginning teachers

**[Note: "Please explain" box expand once each answer for Q14 is selected.**

**What solutions do you suggest to address the issue?]**

15 Please identify UP TO THREE aspects of your work environment that are positive and you feel contribute to the retention of teachers.

16 Please briefly describe something that makes you proud to be a teacher or something that you enjoy about being a teacher.

17. Additional Comments

**From:** Ian Crewe <icrewe@nlta.ca>  
**Sent:** Wednesday, January 3, 2024 12:41 PM  
**To:** Hollett, Nancy  
**Cc:** Jennifer Tulk  
**Subject:** Re: Meeting tomorrow?

Hi Nancy,

The time we originally had scheduled for tomorrow works well for Jennifer and me. We can come to you or we can do zoom. Whatever is best for you.

We are anxious to get something details so hopefully, that time will work for everyone.

Thank you,  
Ian

**Ian Crewe** | Assistant Executive Director  
Newfoundland and Labrador Teachers' Association  
Tel: 709-733-3231, 1-800-563-3599 ext 231  
[icrewe@nlta.nl.ca](mailto:icrewe@nlta.nl.ca)  
[www.nlta.nl.ca](http://www.nlta.nl.ca)

Sent from my iPhone

On Jan 3, 2024, at 12:03 PM, Hollett, Nancy <NancyHollett@gov.nl.ca> wrote:

**CAUTION:** This email originated from outside the NLTA. Do not click links or open unexpected attachments unless you know the content is safe.

Hi Ian

s. 40(1)

I cancelled today's meeting because [REDACTED] I will reschedule as soon as she's feeling up to it.

I don't think we need the meeting with PEP tomorrow. I've been dealing with them to get things advanced on the questionnaire, but I'd like to give the full committee and update and talk about the next steps.

Let me know if there's a time that works tomorrow or Friday and I'll book it in.

We can meet virtually, if that works better for you and Jennifer.

Nancy

**From:** Ian Crewe <icrewe@nlta.ca>  
**Sent:** Wednesday, January 3, 2024 11:17 AM  
**To:** Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Cc:** Jennifer Tulk <jtulk@nlta.ca>  
**Subject:** Meeting tomorrow?

**CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.**

Hi Nancy,

Will there be a meeting tomorrow re the Teachers' Think Tank in lieu of the one that was cancelled today? We are starting to get some questions on this from the membership.

Thank you in advance,  
Ian

**Ian Crewe** (He/Him) | Assistant Executive Director  
Newfoundland and Labrador Teachers' Association  
Tel: 709-733-3231, 1-800-563-3599 ext 231  
[icrewe@nlta.ca](mailto:icrewe@nlta.ca)  
[www.nlta.ca](http://www.nlta.ca)

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**From:** Sexton, Maureen  
**Sent:** Wednesday, January 3, 2024 1:52 PM  
**To:** Hollett, Nancy  
**Subject:** Zoom Meeting Tomorrow at 10:00

EDU GNL is inviting you to a scheduled Zoom meeting.

Topic: Think Tank (Nancy Hollett)  
Time: Jan 4, 2024 10:00 AM Newfoundland and Labrador

Join Zoom Meeting



Meeting ID: 974 181 4238  
Passcode: aikCx3h5

s. 31(1)(l)

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One tap mobile  
+14388097799,,9741814238#,,,,\*72663185# Canada  
+15873281099,,9741814238#,,,,\*72663185# Canada

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Dial by your location  
• +1 438 809 7799 Canada  
• +1 587 328 1099 Canada  
• +1 204 272 7920 Canada

Meeting ID: 974 181 4238  
Passcode: 72663185

s. 31(1)(l)

Find your local number



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Join by SIP



s. 31(1)(l)

Join by H.323  
• 69.174.57.160 (Canada Toronto)  
• 65.39.152.160 (Canada Vancouver)

Meeting ID: 974 181 4238  
Passcode: 72663185

**From:** Hollett, Nancy  
**Sent:** Wednesday, January 3, 2024 3:45 PM  
**To:** George, Kristina (EC-OPE)  
**Cc:** Noble, Tanya, Mitchelmore, Nina  
**Subject:** RE: Think Tank

That works.

Thanks,

Nancy

**From:** George, Kristina (EC-OPE) <KGeorge@gov.nl.ca>  
**Sent:** Wednesday, January 3, 2024 2:58 PM  
**To:** Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Cc:** Noble, Tanya <tanyanoble@gov.nl.ca>; Mitchelmore, Nina <ninamitchelmore@gov.nl.ca>  
**Subject:** Re: Think Tank

Hi Nancy,  
Any chance we can do it Monday morning?  
Kristina  
Sent from my iPhone

On Jan 3, 2024, at 12:50 PM, Hollett, Nancy <[NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)> wrote:

Hi

Wondering if we could move the think tank meeting tomorrow to Friday at 11:30?

Thanks.

Nancy

**Nancy Hollett**  
Director of Communications - Integration  
Department of Education  
Government of Newfoundland and Labrador

Office: 709-729-0048 | Cell: 709-327-7878  
E-Mail: [NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)

3<sup>rd</sup> Floor, West Block  
Confederation Building  
P.O. Box 8700  
St. John's, NL A1B 4J6

**From:** Hollett, Nancy  
**Sent:** Wednesday, January 3, 2024 5:27 PM  
**To:** Jennifer Tulk, Ian Crewe, Linehan, Scott, Andrew Hickey (HQ)  
**Subject:** Think Tank Meetings

HI

The Think Tank meeting I scheduled for Zoom tomorrow is the one that will be going ahead. The PEP meeting is getting moved to Monday. Kristina will send the update in the morning.

See you there.

Nancy

**Nancy Hollett**

Director of Communications - Integration  
Department of Education  
Government of Newfoundland and Labrador

Office: 709-729-0048 | Cell: 709-327-7878  
E-Mail: [NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)

3<sup>rd</sup> Floor, West Block  
Confederation Building  
P.O. Box 8700  
St. John's, NL A1B 4J6

**From:** Noble, Tanya  
**Sent:** Monday, January 8, 2024 3:27 PM  
**To:** Hollett, Nancy, Jennifer Tulk  
**Cc:** Mitchelmore, Nina, George, Kristina (EC-OPE)  
**Subject:** TTT Questionnaire  
**Attachments:** EDU TTT Questionnaire - PEP Comments - 01042024.docx

Hi,

Attached is an updated version of the questionnaire resulting from our conversation today and suggestions from Devin our online engagement coordinator. Devin will begin working on the engageNL asap. We will let you know when we have an online version ready for your review.

**Tanya Noble**

Engagement Planner  
Executive Council, Communication and Public Engagement Branch  
Government of Newfoundland and Labrador

**709-678-7588** | [tanyanoble@gov.nl.ca](mailto:tanyanoble@gov.nl.ca)

**Draft Questionnaire - Teachers Think Tank**

1. Please specify the region of the province you live in:

- Labrador
- Western
- Central
- Avalon

s. 29(1)(a)

s. 29(1)(a)

2. Please indicate the approximate size of your school, based on student enrolment:

- Fewer than 50 students
- 51-100 students
- 101-150 students
- 151-200 students
- 201-250 students
- 251-300 students
- 301-350 students
- 351-400 students
- 401-450 students
- 451-500 students
- 501-550 students
- 551-600 students
- 601-700 students
- 701-800 students
- More than 800 students

3. How long have you been teaching?

- < 1 year
- 1 to 5 years
- 6 to 10 years
- 11 to 20 years
- 20 + years

4. Do you intend to retire within the next two years?

- Yes

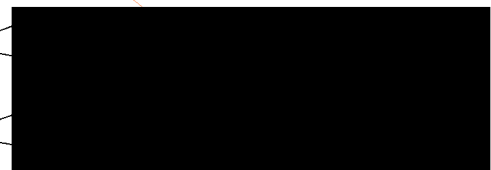
- No
- [Redacted]

s. 29(1)(a)

5. In which grade/level do you teach?

- [Redacted]-6
- 7-9
- 10-12
- K-12
- Other

s. 29(1)(a)



6. Which of the following best describes the majority of your teaching assignment?

- K-6 classroom teacher (including music, physical education, etc.)
- 7-12 classroom teacher (including music, physical education, etc.)
- Instructional Resource Teacher (IRT)
- Guidance Counsellor
- Reading Specialist
- Teacher Librarian
- Educational Psychologist
- Speech Language Pathologist
- Teaching School Administrator (principal or assistant principal)
- Full Time School Administrator (principal or assistant principal)
- Itinerant Teacher (including DHH, BVI, program itinerants)
- [Redacted] Teacher
- Teaching and Learning Assistant
- Program Specialist
- Substitute Teacher
- Other (please specify)

s. 29(1)(a)



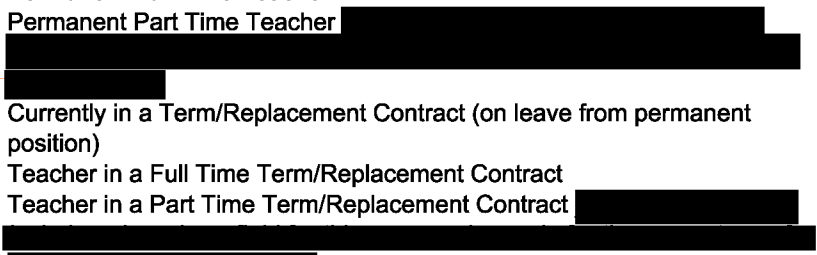
7. What is the status of your current (2023-24 school year) position? (Choose all options that apply)

- Permanent Full Time Teacher
- Permanent Part Time Teacher [Redacted]
- [Redacted]
- Currently in a Term/Replacement Contract (on leave from permanent position)
- Teacher in a Full Time Term/Replacement Contract
- Teacher in a Part Time Term/Replacement Contract [Redacted]
- [Redacted]

s. 29(1)(a)

s. 29(1)(a)

- Substitute Teacher



**Additional Questions based on teaching assignment:**

*If Teaching School Administrator (Principal or Assistant Principal) OR Full time School Administrator (Principal or Assistant Principal)*

- *On average, how often in the run of a regular school week are you required to reassign staff to fill vacancies in your school due to lack of substitutes?*
  - o *Once a week*
  - o *2-3 times a week*
  - o *Daily*
- *How would you describe the overall morale of your staff this school year compared to previous years?*
  - o *Excited for the day ahead*
  - o *Ok, but generally positive*
  - o *Neutral*
  - o *Ok, but generally negative*
  - o *Stressed and anxious*
- *Has there been an increase in your workload in the past year?*
  - o *Yes*
  - o *No*
  - o *If yes, please explain.*

*If Substitute Teacher*

- *Are you looking for permanent employment as a teacher?*
  - o *Yes*
  - o *No*
  - o *Please explain*

8. Are the demands of your workplace negatively impacting your mental health and wellness?

Yes

No

Prefer not to say

s. 29(1)(a)

9. Reflecting on your own experiences and perceptions, do you identify as having experienced symptoms of burnout? XXXXXXXXXXXXXXXXXXXX **Burnout:** Burnout is a state of emotional, physical, and mental exhaustion caused by excessive and prolonged stress. Burnout in the course of employment can make one feel emotionally drained and unable to function in the context of work and other aspects of life.

Yes

No

Prefer not to say

10. In the last year would you say that your work environment has:

- Improved
- Stayed the same
- Worsened
- Prefer not to say
- Don't know

Please explain

11. Have you experienced any workplace violence since the start of the current (2023-24) school year? **Select All That Apply**

- Yes (drop down menu)
  - Emotional abuse
  - Physical violence
  - Threat(s) of physical violence
  - Verbal abuse

s. 29(1)(a)

- Other, please specify (insert text box to explain other)

- No
- Don't know.

Please explain

11B. If yes, is your experience with workplace violence the same, less or more than the previous school year?

12. Are you looking to leave your current position because of working conditions?

- Yes, I am looking for a position at a different school/site in NL
- Yes, I am looking for a position at a different school/site outside of NL
- Yes, I am seriously considering leaving the teaching profession entirely
- Yes, I am looking to retire early
- No
- No, because I am due to retire soon
- Other, please explain (insert text box to explain)

The purpose of the Teachers Think Tank Event is to develop innovative solutions to help address recruitment and retention challenges facing the public K-12 education system in Newfoundland and Labrador. Please reflect on the opportunities and concerns within your school or workplace and provide any suggestions (no matter how small or large) you may have. The issues identified, opportunities and solutions

recommended will be grouped into themes and will help inform and guide discussion at the Teachers Think Tank event.

13. What are your TOP THREE concerns at the moment? (Please select only three (3) concerns) [REDACTED] *maximum of 3 but could choose fewer than 3]*

s. 29(1)(a)

- Lack of preparation time
- Coverage for absent colleagues/lack of substitute teachers
- Lack of adequate resources in school/classroom
- Lack of direction/communication and support from school districts
- Lack of sick leave
- Lack of personal leave
- Violence/aggression in the workplace
- Lack of access to professional learning opportunities during the workday
- Class size challenges
- Class composition challenges
- The impact my work is having on my mental health (or physical)
- The impact my work is having on my physical health
- Salary
- Social media abuse/harassment from parents/students
- Regular/frequent re-deployment to cover certain tasks due to lack of student assistants
- Compassion fatigue [REDACTED] **Compassion Fatigue:** Compassion fatigue is a term that describes the physical, emotional, and psychological impact of helping others — often through experiences of stress or trauma. Compassion fatigue can lead to burnout, which is a cumulative sense of fatigue or dissatisfaction.
- Unmanageable workload/caseload
- Lack of affordable and appropriate housing options
- High cost of travel to access essential services, including health care
- Other (please specify)

s. 29(1)(a)

**[Note: Each choice has two follow up questions for Q13**

**Please describe your concern**

**What solutions do you suggest to address your concern?]**

14. Please identify UP TO THREE issues that should be prioritized to improve recruitment and retention of teachers in NL? [REDACTED]

s. 29(1)(a)

- Increased and competitive salaries and benefits for all teachers
- Improvements to hiring practices
- Hiring incentives for rural and remote areas
- Provide incentives to retain existing permanent teachers
- Improved housing and travel supports
- Improved workload conditions
- Improved working conditions
- Increased access to paid leave (including sick leave)
- Increased access to meaningful professional learning
- Safe working conditions and supports for teachers
- Appropriate and enforceable class size limits
- Appropriate and enforceable class composition parameters
- Improved access to well-being and mental health supports
- Improved on-boarding and supports for beginning teachers

**[Note: "Please explain" box expand once each answer for Q14 is selected.]**

**What solutions do you suggest to address the issue?]**

15 Please identify UP TO THREE aspects of your work environment that are positive and you feel contribute to the retention of teachers.

16 Please briefly describe something that makes you proud to be a teacher or something that you enjoy about being a teacher.

17. Additional Comments

**From:** King, Denise  
**Sent:** Thursday, January 11, 2024 9:02 AM  
**To:** Linehan, Scott  
**Subject:** FW: NLTA Executive Notes - November 30 - December 1, 2023

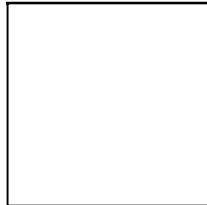
See below.

**From:** Denise King <deniseking@nlesd.ca>  
**Sent:** Thursday, January 11, 2024 8:54 AM  
**To:** King, Denise <DeniseKing@gov.nl.ca>  
**Subject:** Fwd: NLTA Executive Notes - November 30 - December 1, 2023

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----- Forwarded message -----

**From:** Newfoundland and Labrador Teachers' Association <nlta@nlta.nl.ca>  
**Date:** Wed, Jan 10, 2024 at 4:31 PM  
**Subject:** NLTA Executive Notes - November 30 - December 1, 2023  
**To:** <deniseking@nlesd.ca>



**From:** Hollett, Nancy  
**Sent:** Thursday, January 11, 2024 12:05 PM  
**To:** Andrew Hickey (HQ)  
**Subject:** TTT Questionnaire

Hi Andrew

Are you about to set up an account on <https://www.engagenl.ca/en> so that they can assign the Think Tank test sight to you?

Use your work email for it.

As soon as you let me know you're set up, we'll get it over to you.

Thanks.

Nancy

**Nancy Hollett**

Director of Communications - Integration  
Department of Education  
Government of Newfoundland and Labrador

Office: 709-729-0048 | Cell: 709-327-7878  
E-Mail: [NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)

3<sup>rd</sup> Floor, West Block  
Confederation Building  
P.O. Box 8700  
St. John's, NL A1B 4J6

**From:** Hollett, Nancy  
**Sent:** Thursday, January 11, 2024 1:25 PM  
**To:** Jennifer Tulk  
**Subject:** RE: Teachers Think Tank Landing Page and questionnaire

For EDU,  
Tracy King – [TracyKing@gov.nl.ca](mailto:TracyKing@gov.nl.ca)  
Nancy Hollett – [nancyhollett@gov.nl.ca](mailto:nancyhollett@gov.nl.ca)  
Scott Linehan – [ScottLinehan@gov.nl.ca](mailto:ScottLinehan@gov.nl.ca)  
Andrew Hickey – [AndrewHickey@NLSchools.ca](mailto:AndrewHickey@NLSchools.ca)

**From:** Jennifer Tulk <[jtulk@nlta.ca](mailto:jtulk@nlta.ca)>  
**Sent:** Thursday, January 11, 2024 12:05 PM  
**To:** Mitchelmore, Nina <[ninamitchelmore@gov.nl.ca](mailto:ninamitchelmore@gov.nl.ca)>; Hollett, Nancy <[NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)>  
**Cc:** Noble, Tanya <[tanyanoble@gov.nl.ca](mailto:tanyanoble@gov.nl.ca)>; George, Kristina (EC-OPE) <[KGeorge@gov.nl.ca](mailto:KGeorge@gov.nl.ca)>  
**Subject:** RE: Teachers Think Tank Landing Page and questionnaire

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Thanks Nina.

Myself, Stefanie, and Ian should now have accounts.

Jennifer Tulk – [jtulk@nlta.ca](mailto:jtulk@nlta.ca)  
Stefanie Tuff – [steftuff@hotmail.com](mailto:steftuff@hotmail.com)  
Ian Crewe – [icrewe@nlta.ca](mailto:icrewe@nlta.ca)

Please let me know if you need anything else from me to grant us reviewer status.

Thanks,  
Jennifer

**From:** Mitchelmore, Nina <[ninamitchelmore@gov.nl.ca](mailto:ninamitchelmore@gov.nl.ca)>  
**Sent:** Thursday, January 11, 2024 11:08 AM  
**To:** Hollett, Nancy <[NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)>; Jennifer Tulk <[jtulk@nlta.ca](mailto:jtulk@nlta.ca)>  
**Cc:** Noble, Tanya <[tanyanoble@gov.nl.ca](mailto:tanyanoble@gov.nl.ca)>; George, Kristina (EC-OPE) <[KGeorge@gov.nl.ca](mailto:KGeorge@gov.nl.ca)>  
**Subject:** Teachers Think Tank Landing Page and questionnaire

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Hi Nancy and Jennifer,

Please see the following link to review the Teachers Think Tank engagement: <https://www.engagenl.ca/en/teachers-think-tank>

Please let us know who will need access and ensure they have an account set up on engageNL. Thanks.

**Nina Mitchelmore**

Engagement Planner, Public Engagement & Planning Division

**Executive Council, Communications and Public Engagement Branch**

Government of Newfoundland and Labrador

709 457-7699 | [ninamitchelmore@gov.nl.ca](mailto:ninamitchelmore@gov.nl.ca)



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**From:** Hollett, Nancy  
**Sent:** Friday, January 12, 2024 1:03 PM  
**To:** Buck, Cory, Senior, Pam  
**Subject:** RE: PPIA Checklist Teachers Think Tank Engagement - January 11.xlsx

That privacy statement will be on EngageNL when the questionnaire goes live.  
Thanks for your help.

Nancy

**From:** Buck, Cory <CoryBuck@gov.nl.ca>  
**Sent:** Friday, January 12, 2024 11:20 AM  
**To:** Hollett, Nancy <NancyHollett@gov.nl.ca>; Senior, Pam <PamSenior@gov.nl.ca>  
**Subject:** RE: PPIA Checklist Teachers Think Tank Engagement - January 11.xlsx

Hi Nancy,

I reviewed the PPIA, I have no real concerns from a privacy perspective. There is one note in section 13. The section states that this was discussed with OCIO/IT, you just need to add the individuals that were involved in those discussions.

The open ended questions show no indication that personal information should be included in the fields but there is always a chance someone may give more than they should. For that reason we need to include a privacy statement in the questionnaire as a reminder of this. You can add the below to the Questionnaire.

Privacy Statement: Please do not include your name or any information that could identify you. The collection and protection of information is being done under the authority of section 61(c) of the **Access to Information and Protection of Privacy Act, 2015**, for the purpose of receiving feedback (insert purpose here. For example “relating to issues/challenges facing Educators in the province”). If you have any questions about the collection or use of this information, please contact the Policy and Information Management Division of the Department of Education at (709) 729-6281.

Once you have everything finalized and ready to go, please send it back and I will submit it to the ATIPP office for approval.

Thanks,

Cory

**Cory Buck**

709.729.7425 (t) | [corybuck@gov.nl.ca](mailto:corybuck@gov.nl.ca)

**From:** Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Sent:** Thursday, January 11, 2024 3:53 PM  
**To:** Buck, Cory <CoryBuck@gov.nl.ca>; Senior, Pam <PamSenior@gov.nl.ca>  
**Subject:** RE: PPIA Checklist Teachers Think Tank Engagement - January 11.xlsx

No it wasn't.  
The document is misnamed in the shared folder.  
The correct is attached.

**From:** Hollett, Nancy  
**Sent:** Thursday, January 11, 2024 3:49 PM  
**To:** Buck, Cory <[CoryBuck@gov.nl.ca](mailto:CoryBuck@gov.nl.ca)>; Senior, Pam <[PamSenior@gov.nl.ca](mailto:PamSenior@gov.nl.ca)>  
**Subject:** RE: PPIA Checklist Teachers Think Tank Engagement - January 11.xlsx

The questionnaire was attached in my previous emails.

**From:** Buck, Cory <[CoryBuck@gov.nl.ca](mailto:CoryBuck@gov.nl.ca)>  
**Sent:** Thursday, January 11, 2024 3:33 PM  
**To:** Hollett, Nancy <[NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)>; Senior, Pam <[PamSenior@gov.nl.ca](mailto:PamSenior@gov.nl.ca)>  
**Subject:** RE: PPIA Checklist Teachers Think Tank Engagement - January 11.xlsx

Hi Nancy,

Yes, it would be you who did the PPIA. I will make note that I reviewed it as well.

I will need the list of questions that will be asked before I can proceed as it will dictate the risk around the protection of personal information in this project. Please send along the questionnaire when you get the chance.

Thanks,

Cory

**Cory Buck**

709.729.7425 (t) | [corybuck@gov.nl.ca](mailto:corybuck@gov.nl.ca)

**From:** Hollett, Nancy <[NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)>  
**Sent:** Thursday, January 11, 2024 2:20 PM  
**To:** Buck, Cory <[CoryBuck@gov.nl.ca](mailto:CoryBuck@gov.nl.ca)>; Senior, Pam <[PamSenior@gov.nl.ca](mailto:PamSenior@gov.nl.ca)>  
**Subject:** PPIA Checklist Teachers Think Tank Engagement - January 11.xlsx

Hi

I filled out the document.

Cory, if you could review this one, I think it's easier. I didn't fill out the who did the PPIA. Is that me?

Nancy

**From:** Noble, Tanya  
**Sent:** Friday, January 12, 2024 4:22 PM  
**To:** Hollett, Nancy  
**Subject:** RE: Teachers Think Tank Landing Page and questionnaire

Hi,

On the bottom of the template it says:

“Send completed electronic copy of this PPIA to the Senior Privacy Analyst assigned to your public body. If you are unsure who the Analyst is, please contact the ATIPP Office at 729-7072 or [atippoffice@gov.nl.ca](mailto:atippoffice@gov.nl.ca)”

But if you already have a contact at the ATIPP Office you can reach out to them directly.

**From:** Hollett, Nancy <[NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)>  
**Sent:** Friday, January 12, 2024 4:16 PM  
**To:** Noble, Tanya <[tanyanoble@gov.nl.ca](mailto:tanyanoble@gov.nl.ca)>  
**Subject:** RE: Teachers Think Tank Landing Page and questionnaire

Who do I send the PIPA to for final approval?  
There's an extra step in there I wasn't aware of.

N

**From:** Noble, Tanya <[tanyanoble@gov.nl.ca](mailto:tanyanoble@gov.nl.ca)>  
**Sent:** Friday, January 12, 2024 3:28 PM  
**To:** Mitchelmore, Nina <[ninamitchelmore@gov.nl.ca](mailto:ninamitchelmore@gov.nl.ca)>; 'Jennifer Tulk' <[jtulk@nlta.ca](mailto:jtulk@nlta.ca)>; Hollett, Nancy <[NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)>  
**Cc:** George, Kristina (EC-OPE) <[KGeorge@gov.nl.ca](mailto:KGeorge@gov.nl.ca)>  
**Subject:** RE: Teachers Think Tank Landing Page and questionnaire

Hi,

Should we aim for a quick touch in on Monday? 11? Or 1?

**From:** Mitchelmore, Nina <[ninamitchelmore@gov.nl.ca](mailto:ninamitchelmore@gov.nl.ca)>  
**Sent:** Friday, January 12, 2024 11:52 AM  
**To:** 'Jennifer Tulk' <[jtulk@nlta.ca](mailto:jtulk@nlta.ca)>; Hollett, Nancy <[NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)>  
**Cc:** Noble, Tanya <[tanyanoble@gov.nl.ca](mailto:tanyanoble@gov.nl.ca)>; George, Kristina (EC-OPE) <[KGeorge@gov.nl.ca](mailto:KGeorge@gov.nl.ca)>  
**Subject:** RE: Teachers Think Tank Landing Page and questionnaire

Thanks Jennifer, we have sent this to our Online Engagement Coordinator for updating.

**Nina Mitchelmore**  
Engagement Planner, Public Engagement & Planning Division

**Executive Council, Communications and Public Engagement Branch**  
Government of Newfoundland and Labrador

709 457-7699 | [ninamitchelmore@gov.nl.ca](mailto:ninamitchelmore@gov.nl.ca)



**From:** Jennifer Tulk <jtulk@nlta.ca>  
**Sent:** Friday, January 12, 2024 11:39 AM  
**To:** Mitchelmore, Nina <ninamitchelmore@gov.nl.ca>; Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Cc:** Noble, Tanya <tanyanoble@gov.nl.ca>; George, Kristina (EC-OPE) <KGeorge@gov.nl.ca>  
**Subject:** RE: Teachers Think Tank Landing Page and questionnaire

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Good Morning,

We have reviewed the questionnaire and landing page. Here is the feedback from the NLTA:

**Landing Page:**

- [Redacted content]  
- [Redacted content]  
- [Redacted content]

s. 29(1)(a)

**Questionnaire:**

- [Redacted content]  
- [Redacted content]  
- [Redacted content]

Thanks for the opportunity to review.

Jennifer

**From:** Mitchelmore, Nina <ninamitchelmore@gov.nl.ca>  
**Sent:** Thursday, January 11, 2024 11:08 AM  
**To:** Hollett, Nancy <NancyHollett@gov.nl.ca>; Jennifer Tulk <jtulk@nlta.ca>  
**Cc:** Noble, Tanya <tanyanoble@gov.nl.ca>; George, Kristina (EC-OPE) <KGeorge@gov.nl.ca>  
**Subject:** Teachers Think Tank Landing Page and questionnaire

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Hi Nancy and Jennifer,

Please see the following link to review the Teachers Think Tank engagement: <https://www.engagenl.ca/en/teachers-think-tank>

Please let us know who will need access and ensure they have an account set up on engageNL. Thanks.

**Nina Mitchelmore**

Engagement Planner, Public Engagement & Planning Division

**Executive Council, Communications and Public Engagement Branch**

Government of Newfoundland and Labrador

709 457-7699 | [ninamitchelmore@gov.nl.ca](mailto:ninamitchelmore@gov.nl.ca)



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**From:** Hollett, Nancy  
**Sent:** Monday, January 15, 2024 8:33 AM  
**To:** Andrew Hickey (HQ)  
**Subject:** Re: [Potential Junk/Spam] Re: TTT Questionnaire

Thanks. I'll pass that along.

On Jan 14, 2024, at 8:52 AM, Andrew Hickey (HQ) <[andrewhickey@nlschools.ca](mailto:andrewhickey@nlschools.ca)> wrote:

Hi Nancy,  
I just completed the survey.

<image.png>

On Thu, Jan 11, 2024 at 3:53 PM Hollett, Nancy <[NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)> wrote:

Apparently I jumped the gun. Standby.

**From:** Andrew Hickey (HQ) <[andrewhickey@nlschools.ca](mailto:andrewhickey@nlschools.ca)>  
**Sent:** Thursday, January 11, 2024 3:51 PM  
**To:** Hollett, Nancy <[NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)>  
**Subject:** Re: [Potential Junk/Spam] Re: TTT Questionnaire

Unable to access the survey

<image001.png>

On Thu, Jan 11, 2024 at 2:43 PM Hollett, Nancy <[NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)> wrote:

You have access now.

**From:** Andrew Hickey (HQ) <[andrewhickey@nlschools.ca](mailto:andrewhickey@nlschools.ca)>  
**Sent:** Thursday, January 11, 2024 1:20 PM

**To:** Hollett, Nancy <[NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)>  
**Subject:** [Potential Junk/Spam] Re: TTT Questionnaire

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All set up.

On Thu, Jan 11, 2024 at 12:04 PM Hollett, Nancy <[NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)> wrote:

HI Andrew

Are you about to set up an account on <https://www.engagenl.ca/en> so that they can assign the Think Tank test sight to you?

Use your work email for it.

As soon as you let me know you're set up, we'll get it over to you.

Thanks.

Nancy

**Nancy Hollett**

Director of Communications - Integration

Department of Education

Government of Newfoundland and Labrador

Office: 709-729-0048 | Cell: 709-327-7878

E-Mail: [NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)

3<sup>rd</sup> Floor, West Block

Confederation Building

P.O. Box 8700

St. John's, NL A1B 4J6

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--

[andrewhickey@nlschools.ca](mailto:andrewhickey@nlschools.ca)

---

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**From:** George, Kristina (EC-OPE)  
**Sent:** Monday, January 15, 2024 2:27 PM  
**To:** Jennifer Tulk, Mitchelmore, Nina  
**Cc:** Noble, Tanya, Hollett, Nancy  
**Subject:** Update Teachers Think Tank Landing Page and questionnaire

Hi,

The changes have been made to the landing page and questionnaire.

We have also asked Devin to put a thank you message after people submit.

Here is the link again: <https://www.engagenl.ca/en/teachers-think-tank>

We will forward to our Director for review.

Once you have a French version ready, please forward along to us so Devin can begin building, and advise of anyone from French Services who will require access to review.

Thanks.

Kristina

**From:** Jennifer Tulk <jtulk@nlta.ca>  
**Sent:** Friday, January 12, 2024 4:18 PM  
**To:** Mitchelmore, Nina <ninamitchelmore@gov.nl.ca>  
**Cc:** Noble, Tanya <tanyanoble@gov.nl.ca>; Hollett, Nancy <NancyHollett@gov.nl.ca>; George, Kristina (EC-OPE) <KGeorge@gov.nl.ca>  
**Subject:** Re: Teachers Think Tank Landing Page and questionnaire

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Unfortunately, I'm not available Monday morning. I can make 1pm work.

Sent from my iPhone

On Jan 12, 2024, at 3:55 PM, Mitchelmore, Nina <[ninamitchelmore@gov.nl.ca](mailto:ninamitchelmore@gov.nl.ca)> wrote:

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Fine for me.

**Nina Mitchelmore**

Engagement Planner, Public Engagement & Planning Division

**Executive Council, Communications and Public Engagement Branch**  
Government of Newfoundland and Labrador

709 457-7699 | [ninamitchelmore@gov.nl.ca](mailto:ninamitchelmore@gov.nl.ca)

<image001.jpg>

**From:** Noble, Tanya <[tanyanoble@gov.nl.ca](mailto:tanyanoble@gov.nl.ca)>  
**Sent:** Friday, January 12, 2024 3:28 PM  
**To:** Mitchelmore, Nina <[ninamitchelmore@gov.nl.ca](mailto:ninamitchelmore@gov.nl.ca)>; 'Jennifer Tulk' <[jtulk@nlta.ca](mailto:jtulk@nlta.ca)>; Hollett, Nancy <[NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)>  
**Cc:** George, Kristina (EC-OPE) <[KGeorge@gov.nl.ca](mailto:KGeorge@gov.nl.ca)>  
**Subject:** RE: Teachers Think Tank Landing Page and questionnaire

Hi,

Should we aim for a quick touch in on Monday? 11? Or 1?

**From:** Mitchelmore, Nina <[ninamitchelmore@gov.nl.ca](mailto:ninamitchelmore@gov.nl.ca)>  
**Sent:** Friday, January 12, 2024 11:52 AM  
**To:** 'Jennifer Tulk' <[jtulk@nlta.ca](mailto:jtulk@nlta.ca)>; Hollett, Nancy <[NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)>  
**Cc:** Noble, Tanya <[tanyanoble@gov.nl.ca](mailto:tanyanoble@gov.nl.ca)>; George, Kristina (EC-OPE) <[KGeorge@gov.nl.ca](mailto:KGeorge@gov.nl.ca)>  
**Subject:** RE: Teachers Think Tank Landing Page and questionnaire

Thanks Jennifer, we have sent this to our Online Engagement Coordinator for updating.

**Nina Mitchelmore**  
Engagement Planner, Public Engagement & Planning Division

**Executive Council, Communications and Public Engagement Branch**  
Government of Newfoundland and Labrador

709 457-7699 | [ninamitchelmore@gov.nl.ca](mailto:ninamitchelmore@gov.nl.ca)

<image001.jpg>

**From:** Jennifer Tulk <[jtulk@nlta.ca](mailto:jtulk@nlta.ca)>  
**Sent:** Friday, January 12, 2024 11:39 AM  
**To:** Mitchelmore, Nina <[ninamitchelmore@gov.nl.ca](mailto:ninamitchelmore@gov.nl.ca)>; Hollett, Nancy <[NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)>  
**Cc:** Noble, Tanya <[tanyanoble@gov.nl.ca](mailto:tanyanoble@gov.nl.ca)>; George, Kristina (EC-OPE) <[KGeorge@gov.nl.ca](mailto:KGeorge@gov.nl.ca)>  
**Subject:** RE: Teachers Think Tank Landing Page and questionnaire

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Good Morning,

We have reviewed the questionnaire and landing page. Here is the feedback from the NLTA:

**Landing Page:**

s. 29(1)(a)

**Questionnaire:**

Thanks for the opportunity to review.

Jennifer

**From:** Mitchelmore, Nina <ninamitchelmore@gov.nl.ca>  
**Sent:** Thursday, January 11, 2024 11:08 AM  
**To:** Hollett, Nancy <NancyHollett@gov.nl.ca>; Jennifer Tulk <jtulk@nlta.ca>  
**Cc:** Noble, Tanya <tanyanoble@gov.nl.ca>; George, Kristina (EC-OPE) <KGeorge@gov.nl.ca>  
**Subject:** Teachers Think Tank Landing Page and questionnaire

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Hi Nancy and Jennifer,

Please see the following link to review the Teachers Think Tank engagement:  
<https://www.engagenl.ca/en/teachers-think-tank>

Please let us know who will need access and ensure they have an account set up on engageNL. Thanks.

**Nina Mitchelmore**  
Engagement Planner, Public Engagement & Planning Division

**Executive Council, Communications and Public Engagement Branch**  
Government of Newfoundland and Labrador

709 457-7699 | [ninamitchelmore@gov.nl.ca](mailto:ninamitchelmore@gov.nl.ca)

<image001.jpg>

"This email and any attached files are intended for the sole use of the primary and copied addressee(s) and may contain privileged and/or confidential information. Any distribution,

**use or copying by any means of this information is strictly prohibited. If you received this email in error, please delete it immediately and notify the sender.”**

**From:** King, Tracy  
**Sent:** Tuesday, January 16, 2024 8:40 AM  
**To:** Hollett, Nancy  
**Subject:** RE: TTT survey for review

EngageNL page saying page not found.

**From:** Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Sent:** Monday, January 15, 2024 10:50 PM  
**To:** King, Tracy <tracyking@gov.nl.ca>  
**Subject:** Re: TTT survey for review

Log in



On Jan 15, 2024, at 7:06 PM, King, Tracy <[tracyking@gov.nl.ca](mailto:tracyking@gov.nl.ca)> wrote:

The link isn't in the email.

-----Original Message-----

**From:** Hollett, Nancy <[NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)>  
**Sent:** Monday, January 15, 2024 6:56 PM  
**To:** King, Tracy <[tracyking@gov.nl.ca](mailto:tracyking@gov.nl.ca)>  
**Subject:** TTT survey for review

Hi

Here is the link to the survey.

If you have any concerns, please let me know.

Thanks

Nancy

**From:** Hollett, Nancy  
**Sent:** Wednesday, January 17, 2024 10:41 AM  
**To:** Noble, Tanya, Jtulka@nlta.ca  
**Cc:** George, Kristina (EC-OPE), Mitchelmore, Nina  
**Subject:** RE: TTT - engageNL changes

Hi



Am I able to get the final landing page and survey  <sup>s. 29(1)(a)</sup> so that I can get the translation started?

Thanks.

Nancy

**From:** Noble, Tanya <tanyanoble@gov.nl.ca>  
**Sent:** Tuesday, January 16, 2024 4:27 PM  
**To:** Hollett, Nancy <NancyHollett@gov.nl.ca>; 'Jtulka@nlta.ca' <Jtulka@nlta.ca>  
**Cc:** George, Kristina (EC-OPE) <KGeorge@gov.nl.ca>; Mitchelmore, Nina <ninamitchelmore@gov.nl.ca>  
**Subject:** RE: TTT - engageNL changes

Hi Nancy,

The changes have been made in engageNL. Let us know when Tracy as reviewed in the engageNL platform and then we will forward to Carla for review.

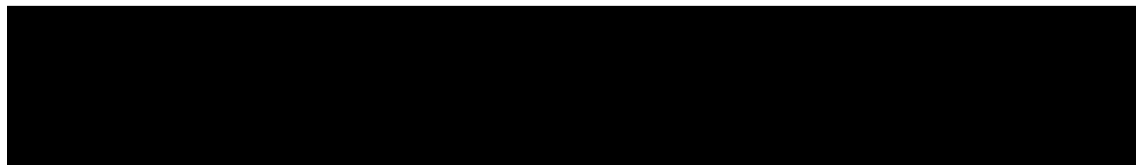
<https://www.engagenl.ca/en/teachers-think-tank>

PEP Team

**From:** Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Sent:** Tuesday, January 16, 2024 3:21 PM  
**To:** Noble, Tanya <tanyanoble@gov.nl.ca>; 'Jtulka@nlta.ca' <Jtulka@nlta.ca>  
**Cc:** George, Kristina (EC-OPE) <KGeorge@gov.nl.ca>; Mitchelmore, Nina <ninamitchelmore@gov.nl.ca>  
**Subject:** RE: TTT - engageNL changes

Hi

The department and NLTA both prefer to stay with the questionnaire as is, with a couple of exceptions.



<sup>s. 29(1)(a)</sup>

Thanks

Nancy

**From:** Noble, Tanya <tanyanoble@gov.nl.ca>  
**Sent:** Tuesday, January 16, 2024 2:12 PM  
**To:** Hollett, Nancy <NancyHollett@gov.nl.ca>; 'Jtulka@nlta.ca' <Jtulka@nlta.ca>  
**Cc:** George, Kristina (EC-OPE) <KGeorge@gov.nl.ca>; Mitchelmore, Nina <ninamitchelmore@gov.nl.ca>  
**Subject:** RE: TTT - engageNL changes

s. 29(1)(a)

**From:** Noble, Tanya  
**Sent:** Tuesday, January 16, 2024 1:57 PM  
**To:** Hollett, Nancy <NancyHollett@gov.nl.ca>; 'Jtulka@nlta.ca' <Jtulka@nlta.ca>  
**Cc:** George, Kristina (EC-OPE) <KGeorge@gov.nl.ca>; Mitchelmore, Nina <ninamitchelmore@gov.nl.ca>  
**Subject:** RE: TTT - engageNL changes

Sorry, just reviewed below and realize the suggested wording for Q9 was mixed up – see below highlight for what we discussed I think.

**From:** Noble, Tanya  
**Sent:** Tuesday, January 16, 2024 12:14 PM  
**To:** Hollett, Nancy <NancyHollett@gov.nl.ca>; 'Jtulka@nlta.ca' <Jtulka@nlta.ca>  
**Cc:** George, Kristina (EC-OPE) <KGeorge@gov.nl.ca>; Mitchelmore, Nina <ninamitchelmore@gov.nl.ca>  
**Subject:** TTT - engageNL changes

Hi, s. 29(1)(a)

[Redacted content]

[Redacted content]



Please respond asap with your comments and we will make the adjustments on engageNL.

**Tanya Noble**

Engagement Planner

Executive Council, Communication and Public Engagement Branch

Government of Newfoundland and Labrador

709-678-7588 | [tanyanoble@gov.nl.ca](mailto:tanyanoble@gov.nl.ca)

**From:** Linehan, Scott  
**Sent:** Thursday, January 18, 2024 9:40 AM  
**To:** Whalen, Sharon E (EDU)  
**Subject:** FW: Teacher Think Tank materials for French Translation  
**Attachments:** landing page.docx, Questionnaire.docx

**From:** Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Sent:** Thursday, January 18, 2024 9:36 AM  
**To:** Linehan, Scott <SLinehan@gov.nl.ca>  
**Subject:** FW: Teacher Think Tank materials for French Translation

**From:** George, Kristina (EC-OPE)  
**Sent:** Wednesday, January 17, 2024 3:36 PM  
**To:** Hollett, Nancy, Jtulk@nlta.ca  
**Cc:** Mitchelmore, Nina, Noble, Tanya  
**Subject:** Teacher Think Tank materials for French Translation  
**Attachments:** landing page.docx, Questionnaire.docx

Hi Nancy,

Our ADM has signed off on the English version of the questionnaire and landing page with no changes.

Here is a final copy of the landing page and questionnaire for French translation. We do have comments in there to explain the "definitions" of words in some questions. If you think it would be helpful for us to meet virtually with whoever is translating to show them the English version, we can certainly do that. Or we will leave up to you to take care of.

Reach out if you have any questions.

If landing page is done ahead of questionnaire, or vice versa, please forward on to us so Devin can begin building the French page.

Kristina

**Kristina George (she/her)**  
Regional Partnership Planner  
Public Engagement and Planning Division  
Communications and Public Engagement Branch  
Executive Council  
Government of Newfoundland and Labrador  
E: [kgeorge@gov.nl.ca](mailto:kgeorge@gov.nl.ca)  
T: 709-729-6845  
C: 709-631-8244

# Teachers Think Tank

## Overview

The Government of Newfoundland and Labrador and the Newfoundland and Labrador Teachers' Association (NLTA) are coming together with other colleagues to discuss issues and opportunities, and to help find solutions to address the recruitment and retention concerns and challenges facing teachers in the province.

## Get Involved

Your insight is important and is greatly welcomed through this questionnaire.

By completing the online questionnaire, you will help us gain valuable insights that will determine how we can move forward together to address recruitment and retention challenges, opportunities and gaps that teachers are facing.

Thank you in advance for your participation.

## Online Questionnaire

This questionnaire will be available until midnight on **February 7, 2024**. It should take you approximately **10-15** minutes to complete this questionnaire.

If you have any questions related to this questionnaire or require an alternate format please contact the department at [TeachersThinkTank@gov.nl.ca](mailto:TeachersThinkTank@gov.nl.ca).

[Click Here to Complete the Questionnaire](#)

## How Will Your Input Be Used?

The information we receive will be reviewed by the Department of Education and the NLTA. All feedback will be considered during the Teachers Think Tank being held in February.

## Privacy Statement

Please do not include your name or any information that could identify you. The collection of information is done under the authority of section 61(c) of the Access to Information and Protection of Privacy Act, 2015, for the purpose of collecting public feedback for the Teachers Think Tank.

Any personal information that may be received will be governed in accordance with the Access to Information and Protection of Privacy Act, 2015 and will only be used for the purpose of informing participants of public engagement results at the end of the process.

If you have any questions about how this information will be collected, used and disclosed, please contact [TeachersThinkTank@gov.nl.ca](mailto:TeachersThinkTank@gov.nl.ca).

## **Contact Us**

If you have any questions or additional comments regarding the Teachers Think Tank, please email [TeachersThinkTank@gov.nl.ca](mailto:TeachersThinkTank@gov.nl.ca).

**Teachers Think Tank – Questionnaire**

**Page 1 - Introduction**

1. Please specify the region of the province you live in:

Labrador

Western

Central

Avalon

2. Please indicate the approximate size of your school, based on student enrolment:

Fewer than 50 students

51-100 students

101-150 students

151-200 students

201-250 students

251-300 students

301-350 students

351-400 students

401-450 students

451-500 students

501-550 students

551-600 students

601-700 students

701-800 students

More than 800 students

**3. How long have you been teaching?**

1 year

1 to 5 years

6 to 10 years

11 to 20 years

More than 20 years

**4. Do you intend to retire within the next two years?**

Yes

No

Unsure

**5. In which grade/level do you teach?**

Kindergarten to Grade 6

Grade 7 to 9

Grade 10 to 12

Kindergarten to Grade12

Other (please specify):

--

s. 29(1)(a)

6. Which of the following best describes the majority of your teaching

K-6 classroom teacher \*? box text: *(including music, physical education, etc.)*

7-12 classroom teacher \*? box text *(including music, physical education, etc.)*

Instructional Resource Teacher (IRT)

Guidance Counsellor

Reading Specialist

Teacher Librarian

Educational Psychologist

Speech Language Pathologist

Teaching School Administrator \*? box text *(principal or assistant principal)*

Full Time School Administrator \*? box text *(principal or assistant principal)*

Itinerant Teacher \*? box text *(including DHH, BVI, program itinerants)*

English as an Additional Language Teacher

Teaching and Learning Assistant

Program Specialist

Substitute Teacher

Other (please specify):

7. What is the status of your current (2023-24 school year) position? Choose all options that apply:

Permanent Full-Time Teacher

Permanent Part-Time Teacher

Currently in a Term/Replacement Contract (on leave from permanent position)

Teacher in a Full-Time Term/Replacement Contract

Teacher in a Part-Time Term/Replacement Contract

Substitute Teacher

Other (please specify):

**Page 2 - Work Environment**

**8.** Are the demands of your workplace negatively impacting your mental health and wellness?

Yes

No

Prefer not to say

**9.** Reflecting on your own career, do you identify as having experienced symptoms of burnout? ? box text (*Burnout is a state of emotional, physical, and mental exhaustion caused by excessive and prolonged stress. Burnout in the course of employment can make one feel emotionally drained and unable to function in the context of work and other aspects of life.*)

Yes

No

Prefer not to say

**10.** In the last year would you say that your work environment has:

Improved

Stayed the same

Worsened

Prefer not to say

Unsure

Please explain your answer:

11. Have you experienced any workplace violence since the start of the current (2023-24) school year?

**Yes**

FYI FOR FRENCH SERVICES IF PARTICPANT ANSWERS YES THERE WILL BE A DROP DOWN MENU WITH THE OPTIONS BELOW

- Emotional abuse
- Physical violence
- Threat(s) of physical violence
- Verbal abuse
- Other (please specify

Is your experience with workplace violence the same, less or more than the previous school year?

**No**

**Unsure**

s. 29(1)(a)



**12. Are you looking to leave your current position because of working conditions?**

Yes, I am looking for a position at a different school/site in Newfoundland and Labrador

Yes, I am looking for a position at a different school/site outside of Newfoundland and Labrador

Yes, I am seriously considering leaving the teaching profession entirely

Yes, I am looking to retire early

No

No, because I am due to retire soon

Other (please specify):

**Page 3 - Concerns and Issues**

The purpose of the Teachers Think Tank Event is to develop innovative solutions to help address recruitment and retention challenges facing the public K-12 education system in Newfoundland and Labrador. Please reflect on the opportunities and concerns within your school or workplace and provide any suggestions (no matter how small or large) you may have. The issues identified, opportunities and solutions recommended will be grouped into themes and will help inform and guide discussion at the Teachers Think Tank event.

**13. What are your top three concerns at the moment? Please only select up to three concerns.**

- Lack of preparation time
  - Please describe your concern with lack of preparation time, and the solutions you would suggest to address this concern:
- Coverage for absent colleagues/lack of substitute teachers
  - Please describe your concern with coverage for absent colleagues/lack of substitute teachers, and the solutions you would suggest to address this concern:
- Lack of adequate resources in school/classroom
  - Please describe your concern with lack of adequate resources in school/classroom, and the solutions you would suggest to address this concern:
- Lack of direction/communication and support from school districts
  - Please describe your concern with lack of direction/communication and support from school districts, and the solutions you would suggest to address this concern:
- Lack of sick leave
  - Please describe your concern with lack of sick leave, and the solutions you would suggest to address this concern:
- Lack of personal leave
  - Please describe your concern with lack of personal leave, and the solutions you would suggest to address this concern:
- Violence/aggression in the workplace
  - Please describe your concern with violence/aggression in the workplace, and the solutions you would suggest to address this concern:
- Lack of access to professional learning opportunities during the workday
  - Please describe your concern with lack of access to professional learning opportunities during the workday, and the solutions you would suggest to address this concern:
- Class size challenges
  - Please describe your concern with class size challenges, and the solutions you would suggest to address this concern:

- Class composition challenges
  - Please describe your concern with class composition challenges, and the solutions you would suggest to address this concern:
- The impact my work is having on my mental health (or physical)
  - Please describe your concern with the impact my work is having on my mental health (or physical), and the solutions you would suggest to address this concern:
- The impact my work is having on my physical health
  - Please describe your concern with the impact my work is having on my physical health, and the solutions you would suggest to address this concern:
- Salary
  - Please describe your concern with salary, and the solutions you would suggest to address this concern:
- Social media abuse/harassment from parents/students
  - Please describe your concern with social media abuse/harassment from parents/students, and the solutions you would suggest to address this concern:
- Regular/frequent re-deployment to cover certain tasks due to lack of student assistants
  - Please describe your concern with regular/frequent re-deployment to cover certain tasks due to lack of student assistants, and the solutions you would suggest to address this concern:
- Compassion fatigue \*? box text: *Compassion fatigue is a term that describes the physical, emotional, and psychological impact of helping others — often through experiences of stress or trauma. Compassion fatigue can lead to burnout, which is a cumulative sense of fatigue or dissatisfaction.*
  - Please describe your concern with compassion fatigue, and the solutions you would suggest to address this concern:
- Unmanageable workload/caseload
  - Please describe your concern with unmanageable workload/caseload, and the solutions you would suggest to address this concern:
- Lack of affordable and appropriate housing options
  - Please describe your concern with lack of affordable and appropriate housing options, and the solutions you would suggest to address this concern:
- High cost of travel to access essential services, including health care
  - Please describe your concern with the high cost of travel to access essential services, including health care, and the solutions you would suggest to address this concern:
- Other
  - Please describe your other concern and suggest solutions to address it:

**14.** What are the top three issues you think should be prioritized to improve recruitment and retention of teachers in Newfoundland and Labrador? Please only select up to three issues.

- Increased and competitive salaries and benefits for all teachers
  - Please explain why increased and competitive salaries and benefits for all teachers should be prioritized, and how the issue can be addressed:
- Improvements to hiring practices
  - Please explain why improvements to hiring practices should be prioritized, and how the issue can be addressed:
- Hiring incentives for rural and remote areas
  - Please explain why hiring incentives for rural and remote areas should be prioritized, and how the issue can be addressed:
- Provide incentives to retain existing permanent teachers
  - Please explain why providing incentives to retain existing permanent teachers should be prioritized, and how the issue can be addressed:
- Improved housing and travel supports
  - Please explain why improved housing and travel supports should be prioritized, and how the issue can be addressed:
- Improved workload conditions
  - Please explain why improved workload conditions should be prioritized, and how the issue can be addressed:
- Improved working conditions
  - Please explain why improved working conditions should be prioritized, and how the issue can be addressed:
- Increased access to paid leave (including sick leave)
  - Please explain why increased access to paid leave (including sick leave) should be prioritized, and how the issue can be addressed:
- Increased access to meaningful professional learning
  - Please explain why increased access to meaningful professional learning should be prioritized, and how the issue can be addressed:
- Safe working conditions and supports for teachers
  - Please explain why safe working conditions and supports for teachers should be prioritized, and how the issue can be addressed:
- Appropriate and enforceable class size limits
  - Please explain why appropriate and enforceable class size limits should be prioritized, and how the issue can be addressed:
- Appropriate and enforceable class composition parameters
  - Please explain why appropriate and enforceable class composition parameters should be prioritized, and how the issue can be addressed:
- Improved access to well-being and mental health supports
  - Please explain why improved access to well-being and mental health supports should be prioritized, and how the issue can be addressed:
- Improved on-boarding and supports for beginning teachers

- Please explain why improved on-boarding and supports for beginning teachers should be prioritized, and how the issue can be addressed:
- Other
  - Please describe your other issue and suggest solutions to address it:

**15. Please identify up to three aspects of your work environment that are positive and you feel contribute to the retention of teachers.**

Your first aspect of your work environment that is positive and you feel contribute to retention of teachers...

Your second aspect of your work environment that is positive and you feel contribute to retention of teachers...

Your third aspect of your work environment that is positive and you feel contribute to retention of teachers...

**Page 4 Conclusion**

**16.** Please briefly describe something that makes you proud to be a teacher or something that you enjoy about being a teacher.

**17.** Please provide any additional comments below.

**Previous**

**Submit**

**Message after they submit:** Thank you for participating in and providing feedback for the Teachers Think Tank online questionnaire. Click the button below to return to the Home Page.

**From:** Hollett, Nancy  
**Sent:** Wednesday, January 17, 2024 3:48 PM  
**To:** Jtulk@nlta.ca, Ian Crewe, Andrew Hickey (HQ), Linehan, Scott  
**Subject:** TTT

Hi

We are now confirmed for the Teachers Think Tank for Friday, February 23.

Get it in your calendars.

Nancy

**Nancy Hollett**

Director of Communications - Integration  
Department of Education  
Government of Newfoundland and Labrador

Office: 709-729-0048 | Cell: 709-327-7878  
E-Mail: [NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)

3<sup>rd</sup> Floor, West Block  
Confederation Building  
P.O. Box 8700  
St. John's, NL A1B 4J6

**From:** Linehan, Scott  
**Sent:** Friday, January 19, 2024 1:12 PM  
**To:** Hollett, Nancy  
**Subject:** FW: Teacher Think Tank materials for French Translation  
**Attachments:** landing page\_SL\_18\_janvier\_2024docx.docx, Questionnaire\_SL\_19\_janvier.docx

**From:** Whalen, Sharon E (EDU) <SEWhalen@gov.nl.ca>  
**Sent:** Friday, January 19, 2024 1:12 PM  
**To:** Linehan, Scott <SLinehan@gov.nl.ca>  
**Subject:** RE: Teacher Think Tank materials for French Translation

Please see attached documents.

**From:** Linehan, Scott <SLinehan@gov.nl.ca>  
**Sent:** Friday, January 19, 2024 8:56 AM  
**To:** Whalen, Sharon E (EDU) <SEWhalen@gov.nl.ca>  
**Subject:** RE: Teacher Think Tank materials for French Translation

Awesome. Thank you Sharon!

**From:** Whalen, Sharon E (EDU) <SEWhalen@gov.nl.ca>  
**Sent:** Friday, January 19, 2024 8:40 AM  
**To:** Linehan, Scott <SLinehan@gov.nl.ca>  
**Subject:** RE: Teacher Think Tank materials for French Translation

Just touched in with Suzelle. She is close to the end and should have it by mid morning. She is checking on some terminology to be consistent with what is currently in use in the system.

**From:** Linehan, Scott <SLinehan@gov.nl.ca>  
**Sent:** Thursday, January 18, 2024 9:40 AM  
**To:** Whalen, Sharon E (EDU) <SEWhalen@gov.nl.ca>  
**Subject:** FW: Teacher Think Tank materials for French Translation

**From:** Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Sent:** Thursday, January 18, 2024 9:36 AM  
**To:** Linehan, Scott <SLinehan@gov.nl.ca>  
**Subject:** FW: Teacher Think Tank materials for French Translation

<h2>Teachers Think Tank</h2>	<h2>Groupe de réflexion auprès du personnel enseignant</h2>
<h3>Overview</h3> <p>The Government of Newfoundland and Labrador and the Newfoundland and Labrador Teachers' Association (NLTA) are coming together with other colleagues to discuss issues and opportunities, and to help find solutions to address the recruitment and retention concerns and challenges facing teachers in the province.</p>	<h3>Survol</h3> <p>Le gouvernement de Terre-Neuve-et-du - Labrador et la Newfoundland and Labrador Teachers' Association (NLTA) travailleront avec d'autres collègues pour discuter des enjeux et des possibilités, et pour aider à trouver des solutions pour répondre aux préoccupations et aux défis en matière de recrutement et de maintien en poste des enseignant.e.s de la province.</p>
<h3>Get Involved</h3> <p>Your insight is important and is greatly welcomed through this questionnaire.</p> <p>By completing the online questionnaire, you will help us gain valuable insights that will determine how we can move forward together to address recruitment and retention challenges, opportunities, and gaps that teachers are facing.</p> <p>Thank you in advance for your participation.</p>	<h3>Impliquez-vous!</h3> <p>Votre avis est important et est grandement apprécié à travers ce questionnaire.</p> <p>En remplissant le questionnaire en ligne, vous nous aiderez à obtenir des informations précieuses qui détermineront comment nous pouvons avancer ensemble pour relever les défis, les possibilités et les lacunes en matière de recrutement et de maintien en poste auxquels les enseignant.e.s sont confronté.e.s.</p> <p>Merci d'avance pour votre participation</p>
<h3>Online Questionnaire</h3> <p>This questionnaire will be available until midnight on <b>February 7, 2024</b>. It should take you approximately <b>10-15</b> minutes to complete this questionnaire.</p> <p>If you have any questions related to this questionnaire or require an alternate</p>	<h3>Questionnaire en ligne</h3> <p>Ce questionnaire sera disponible jusqu'à minuit le <b>7 février 2024</b>.</p> <p>Il vous faudra environ 10 à 15 minutes pour remplir le questionnaire.</p>

<p>format please contact the department at <a href="mailto:TeachersThinkTank@gov.nl.ca">TeachersThinkTank@gov.nl.ca</a>.</p>	<p>Si vous avez des questions au sujet de ce questionnaire ou si vous avez besoin d'un format alternatif, veuillez contacter le ministère de l'Éducation à l'adresse suivante <a href="mailto:TeachersThinkTank@gov.nl.ca">TeachersThinkTank@gov.nl.ca</a>.</p>
<p><a href="#">Click Here to Complete the Questionnaire</a></p>	<p><b>Cliquez ici pour répondre au questionnaire</b></p>
<p><b>How Will Your Input Be Used?</b></p> <p>The information we receive will be reviewed by the Department of Education and the NLTA. All feedback will be considered during the Teachers Think Tank being held in February.</p>	<p><b>Comment votre contribution sera-t-elle utilisée ?</b></p> <p>Les informations que nous recevons seront examinées par le ministère de l'Éducation et la NLTA. Tous les commentaires seront pris en compte lors du Groupe de réflexion qui se tiendra en février.</p>
<p><b>Privacy Statement</b></p> <p>Please do not include your name or any information that could identify you. The collection of information is done under the authority of section 61(c) of the Access to Information and Protection of Privacy Act, 2015, for the purpose of collecting public feedback for the Teachers Think Tank.</p> <p>Any personal information that may be received will be governed in accordance with the Access to Information and Protection of Privacy Act, 2015 and will only be used for the purpose of informing participants of public engagement results at the end of the process.</p> <p>If you have any questions about how this information will be collected, used and disclosed, please contact <a href="mailto:TeachersThinkTank@gov.nl.ca">TeachersThinkTank@gov.nl.ca</a></p>	<p><b>Déclaration de confidentialité</b></p> <p>Veuillez ne pas inclure votre nom et tout autre information qui pourrait vous identifier.</p> <p>La cueillette de renseignements est effectuée en vertu de l'article <u>61(c) of the Access to Information and Protection of Privacy Act, 2015</u>, (<i>Loi sur le droit à l'information et la protection de la vie privée, 2015</i>) dans le but de recueillir les commentaires du public pour le Groupe de réflexion.</p> <p>Tous les renseignements personnels qui pourraient être reçus seront régis conformément à la <i>Loi sur le droit à l'information et la protection de la vie privée, 2015</i> et ne seront utilisés que dans le but d'informer les participant.e.s des résultats à la fin du projet.</p>

	<p>Si vous avez des questions sur la manière dont ces informations seront collectées, utilisées et divulguées, veuillez contacter <a href="mailto:TeachersThinkTank@gov.nl.ca">TeachersThinkTank@gov.nl.ca</a></p>
<p><b>Contact Us</b></p> <p>If you have any questions or additional comments regarding the Teachers Think Tank, please email <a href="mailto:TeachersThinkTank@gov.nl.ca">TeachersThinkTank@gov.nl.ca</a>.</p>	<p><b>Contactez-nous!</b></p> <p>Si vous avez des questions ou d'autres commentaires au sujet du Groupe de réflexion, veuillez envoyer un courriel à l'adresse suivante <a href="mailto:TeachersThinkTank@gov.nl.ca">TeachersThinkTank@gov.nl.ca</a>.</p>

## **Questionnaire – Groupe de réflexion auprès du personnel enseignant**

### Page 1 – Introduction

1. Veuillez spécifier la région de la province dans laquelle vous vivez.

Labrador

Ouest

Centre

Avalon

2. Veuillez indiquer le nombre approximatif d'élèves inscrits à votre école.

Moins de élèves 50 élèves

51-100 élèves

101-150 élèves

151-200 élèves

201-250 élèves

251-300 élèves

301-350 élèves

351-400 élèves

401-450 élèves

451-500 élèves

501-550 élèves

551-600 élèves

601-700 élèves

701-800 élèves

Plus de 800 élèves

3. Depuis quand enseignez-vous?

1 an

1 à 5 ans

6 à 10 ans

11 à 20 ans

Plus de 20 ans

4. Avez-vous l'intention de prendre votre retraite dans les deux prochaines années?

Oui

Non

Incertain·e

5. À quel niveau enseignez-vous ?

Maternelle à 6<sup>e</sup> année

7<sup>e</sup> à 9<sup>e</sup> année

10<sup>e</sup> à 12<sup>e</sup> année

Maternelle à 12<sup>e</sup> année

Autre (veuillez spécifier)

6. Lequel des énoncés suivants décrit le mieux la majorité de vos tâches d'enseignement ?

M-6<sup>e</sup> année chargé·e de classe \*? Box text (*y compris Musique, Éducation physique, etc*).

7<sup>e</sup> -12<sup>e</sup> année chargé·e de classe \*? Box text (*y compris Musique, Éducation physique, etc*).

Enseignant·e ressource en pédagogie (adaptation scolaire)

Conseiller·ère en orientation

Spécialiste en lecture

Enseignant·e - bibliothécaire

Psychologue scolaire

Orthophoniste

Administration avec tâches d'enseignement \*? box text (*direction ou direction adjointe*)

Administration à temps plein \*? box text (*direction ou direction adjointe*)

Enseignant·e itinérant·e \*? box text (*y compris pour les élèves sourds et malentendants, et pour les élèves aveugles et mal voyants, enseignant·e·s itinérant·e·s de programmes*)

Enseignant·e Anglais langue additionnelle

Aide-enseignante, enseignement et apprentissage

Spécialiste des programmes

Suppléant·e

Autre (veuillez spécifier):

7. Quel est le statut de votre poste actuel (année scolaire 2023-24) ? Choisissez toutes les options qui s'appliquent :

Enseignant·e permanent·e à temps plein

Enseignant·e permanent·e à temps partiel

Présentement sous un contrat à temps plein/ de remplacement (en congé d'un poste permanent)

Enseignant sous un contrat à temps plein/ de remplacement

Enseignant·e sous un contrat à temps partiel / de remplacement

Supléant·e

Autre (veuillez spécifier) :

**Page 2 – L'environnement de travail**

8. Les exigences de votre lieu de travail ont-elles un impact négatif sur votre santé mentale et votre bien-être ?

Oui

Non

Préfère ne pas répondre

9. En réfléchissant à votre propre carrière, vous identifiez-vous comme ayant ressenti des symptômes d'épuisement professionnel ? **text box** (*L'épuisement professionnel est un état d'épuisement émotionnel, physique et mental causé par un stress excessif et prolongé. L'épuisement professionnel au cours d'un emploi peut provoquer un épuisement émotionnel et une incapacité à fonctionner dans le contexte du travail et d'autres aspects de la vie.*)

Oui

Non

Préfère ne pas répondre

10. Au cours de la dernière année, diriez-vous que votre environnement de travail :

s'est amélioré

est resté le même

s'est aggravé

pas certain·e

Veuillez expliquer votre réponse

11. Avez-vous été victime de violence au travail depuis la rentrée scolaire 2023-204 ?

**Oui**

FYI FOR FRENCH SERVICES IF PARTICPANT ANSWERS YES THERE WILL BE A DROP DOWN MENU WITH THE OPTIONS BELOW

- Abus émotionnel
- Abus physique
- Menace (s) de violence physique
- Violence verbale
- Autre (veuillez specifier)

Votre expérience de violence au travail est-elle la même, inférieure ou supérieure à celle de l'année scolaire précédente ?

**Non**

**Pas certain·e**

12. Envisagez-vous de quitter votre poste actuel en raison des conditions de travail ?

Oui, je suis à la recherche d'un poste dans une autre école/communauté à Terre-Neuve-et-Labrador.

Oui, je suis à la recherche d'un poste dans une autre école/communauté ailleurs qu'à Terre-Neuve-et-Labrador.

Oui, j'envisage sérieusement de quitter complètement la profession d'enseignant.

Oui, je prévois prendre une retraite anticipée.

Non

Non, parce je compte prendre ma retraite bientôt.

Autre (veuillez spécifier):

--

### **Page 3 – Préoccupations et enjeux**

L'objectif de l'initiative du Groupe de réflexion auprès du personnel enseignant est de développer des solutions innovantes pour aider à relever les défis de recrutement et de maintien en poste auxquels est confronté le système scolaire public de la maternelle à la 12<sup>e</sup> année à Terre-Neuve-et-Labrador. Veuillez réfléchir aux possibilités et aux préoccupations au sein de votre école ou de votre lieu de travail et faire part de vos suggestions (peu importe leur taille). Les enjeux identifiés, les possibilités et les solutions recommandées seront regroupés en thèmes et contribueront à éclairer et à guider les discussions du Groupe de réflexion.

#### **13. Quelles sont vos trois principales préoccupations à l'heure actuelle ?**

**Veillez sélectionner jusqu'à trois préoccupations.**

- Manque de temps de préparation
  - Veuillez décrire votre préoccupation concernant le manque de temps de préparation et les solutions que vous suggéreriez pour répondre à cette préoccupation :
- Faire de la suppléance pour des collègues absents/ pénurie de suppléants
  - Veuillez décrire votre préoccupation concernant le fait de faire de la suppléance pour des collègues absents/ pénurie de suppléants, et les solutions que vous suggéreriez pour répondre à cette préoccupation :
- Manque de ressources adéquates à l'école /en classe
  - Veuillez décrire vos préoccupations concernant le manque de ressources adéquates à l'école /en classe, et les solutions que vous suggéreriez pour répondre à cette préoccupation :
- Manque de direction/communication et de soutien de la part du CSFP ou de NLSchools
  - Veuillez décrire vos préoccupations concernant le manque de direction/communication et de soutien de la part du CSFP ou de NLSchools, et les solutions que vous suggéreriez pour répondre à cette préoccupation :
- Manque de congés de maladie
  - Veuillez décrire vos préoccupations concernant le manque de congés de maladie, et les solutions que vous suggéreriez pour répondre à cette préoccupation :
- Manque de congé pour raisons personnelles

- Veuillez décrire vos préoccupations concernant le manque de congés pour raisons personnelles, et les solutions que vous suggéreriez pour répondre à cette préoccupation :
- Actes de violence/agressions sur le lieu de travail
  - Veuillez décrire vos préoccupations concernant les actes de violence/agressions sur le lieu de travail et les solutions que vous suggéreriez pour répondre à cette préoccupation :
- Manque d'accès aux possibilités d'apprentissage professionnel pendant la journée de travail
  - Veuillez décrire vos préoccupations concernant le manque d'accès aux possibilités d'apprentissage professionnel pendant la journée de travail et les solutions que vous suggéreriez pour répondre à cette préoccupation :
- Défis liés à la taille des classes
  - Veuillez décrire vos préoccupations concernant aux défis liés à la taille des classes et les solutions que vous suggéreriez pour répondre à cette préoccupation :
  
- Défis liés à la composition des classes
  - Veuillez décrire vos préoccupations concernant aux défis liés à la composition des classes et les solutions que vous suggéreriez pour répondre à cette préoccupation :
  
- L'impact de mon travail sur ma santé mentale (ou physique)

Veuillez décrire vos préoccupations concernant l'impact de mon travail sur ma santé mentale (ou physique) et les solutions que vous suggéreriez pour répondre à cette préoccupation :
  
- L'impact de mon travail sur ma santé physique
  - Veuillez décrire vos préoccupations concernant l'impact de mon travail sur ma santé physique les solutions que vous suggéreriez pour répondre à cette préoccupation :
- Salaire
  - Veuillez décrire vos préoccupations concernant le salaire et les solutions que vous suggéreriez pour répondre à cette préoccupation :
  
- Abus/harcèlement sur les réseaux sociaux de la part des parents/élèves
  - Veuillez décrire vos préoccupations concernant l'abus/le harcèlement sur les réseaux sociaux de la part des parents/élèves et les solutions que vous suggéreriez pour répondre à cette préoccupation :

- Redéploiement régulier/fréquent pour assurer certaines tâches en raison du manque d'aides-élèves
  - Veuillez décrire vos préoccupations concernant le redéploiement régulier/fréquent pour assurer certaines tâches en raison du manque d'aides-élèves et les solutions que vous suggéreriez pour répondre à cette préoccupation :
- Fatigue de compassion \*? box text: *La fatigue de compassion est un terme qui décrit l'impact physique, émotionnel et psychologique de l'aide aux autres, souvent à travers des expériences de stress ou de traumatisme. La fatigue de compassion peut conduire à l'épuisement professionnel, qui est un sentiment cumulatif de fatigue ou d'insatisfaction.*
  - Veuillez décrire vos préoccupations concernant la fatigue de compassion et les solutions que vous suggéreriez pour répondre à cette préoccupation :
- Charge de travail/charge de dossiers ingérable
  - Veuillez décrire vos préoccupations concernant la charge de travail/la charge de dossiers ingérable et les solutions que vous suggéreriez pour répondre à cette préoccupation :
- Manque d'options de logements appropriés et abordables
  - Veuillez décrire vos préoccupations concernant le manque d'options de logements appropriés abordables et les solutions que vous suggéreriez pour répondre à cette préoccupation :
- Coût élevé des déplacements pour accéder aux services essentiels, y compris les soins de santé
  - Veuillez décrire vos préoccupations concernant le coût élevé des déplacements pour accéder aux services essentiels, y compris les soins de santé et les solutions que vous suggéreriez pour répondre à cette préoccupation
- Autre
  - Veuillez décrire toute autre préoccupation et les solutions que vous suggéreriez pour répondre à cette préoccupation :

**14.** Selon vous, quelles sont les trois principaux enjeux qui devraient être prioritaires pour améliorer le recrutement et le maintien en poste des enseignant·e·s à Terre-Neuve-et-Labrador ? Veuillez sélectionner trois enjeux au maximum.

- Salaires et avantages sociaux accrus et compétitifs pour tous les enseignant·e·s
  - Veuillez expliquer pourquoi des salaires et avantages sociaux accrus et compétitifs pour tous les enseignant·e·s devraient être une priorité, et comment la question peut être résolue :
- Amélioration des pratiques d'embauche
  - Veuillez expliquer pourquoi l'amélioration des pratiques d'embauche devrait être une priorité, et comment la question peut être résolue:
- Mesures d'incitation à l'embauche pour les régions rurales et éloignées
  - Veuillez expliquer pourquoi Mesures d'incitation à l'embauche pour les régions rurales et éloignées devraient être une priorité, et comment la question peut être résolue :
- Incitations pour maintenir les enseignant·e·s permanent·e·s déjà en poste
  - Veuillez expliquer pourquoi des incitations pour maintenir les enseignant·e·s permanent·e·s déjà en poste devraient être une priorité, et comment la question peut être résolue :
- Amélioration des aides financières au logement et aux déplacements
 

Veuillez expliquer pourquoi l'amélioration des aides financières au logement et aux déplacements devraient être une priorité, et comment la question peut être résolue :
- Amélioration de la charge de travail
  - Veuillez expliquer pourquoi l'amélioration de la charge de travail devrait être une priorité, et comment la question peut être résolue :
- Amélioration des conditions de travail
  - Veuillez expliquer pourquoi l'amélioration des conditions de travail devrait être une priorité, et comment la question peut être résolue :
- Accès accru aux congés payés (y compris les congés de maladie)
  - Veuillez expliquer pourquoi un accès accru aux congés payés (y compris les congés de maladie) devrait être une priorité, et comment la question peut être résolue :
- Accès accru à un apprentissage professionnel significatif
  - Veuillez expliquer pourquoi un accès accru à un apprentissage professionnel significatif devrait être une priorité, et comment la question peut être résolue :

**Conditions de travail sécuritaires et soutiens pour les enseignant·e·s**

- Veuillez expliquer pourquoi des conditions de travail sécuritaires et soutiens pour les enseignant·e·s devraient être une priorité, et comment la question peut être résolue :
- Limites de taille des classes appropriées et applicables
  - Veuillez expliquer pourquoi les limites de taille des classes appropriées et applicables devraient être une priorité, et comment la question peut être résolue :

**Paramètres de composition des classes appropriés et applicables**

- Veuillez expliquer pourquoi des Paramètres de composition des classes appropriés et applicables devraient être une priorité, et comment la question peut être résolue :
- Amélioration de l'accès en matière bien-être et de la santé mentale
  - Veuillez expliquer pourquoi une amélioration de l'accès en matière bien-être et de la santé mentale devrait être une priorité, et comment la question peut être résolue :
- Amélioration de l'intégration et du soutien pour les enseignant·e·s débutant·e·s
  - Veuillez expliquer pourquoi l'amélioration de l'intégration et du soutien pour les enseignant·e·s débutant·e·s devrait être une priorité, et comment la question peut être résolue :
- Autre
  - Veuillez expliquer toute autre préoccupation, et comment la question peut être résolue :

**15.** Veuillez identifier jusqu'à trois aspects de votre environnement de travail qui sont positifs et qui, selon vous, contribuent au maintien en poste des enseignant·e·s.

Le premier aspect de votre environnement de travail qui est positif et qui, selon vous, contribue au maintien en poste des enseignant·e·s...

Le deuxième aspect de votre environnement de travail qui est positif et qui, selon vous, contribue au maintien en poste des enseignant·e·s...

**Le troisième aspect de votre environnement de travail qui est positif et qui, selon vous, contribue au maintien en poste des enseignant·e·s...**

#### **Page 4 Conclusion**

**16.** Veuillez décrire brièvement ce qui vous rend fier·ère d'être enseignant·e ou ce que vous aimez dans ce métier.

**17.** Veuillez fournir tout commentaire supplémentaire ci-dessous.

**Précédant**

**Soumettre**

**Message after they submit:**

Nous vous remercions d'avoir participé au questionnaire en ligne du Groupe de réflexion et de nous avoir fait part de vos commentaires. Cliquez sur le bouton ci-dessous pour revenir à la page d'accueil.

**From:** George, Kristina (EC-OPE)  
**Sent:** Monday, January 22, 2024 10:18 AM  
**To:** Hollett, Nancy, Noble, Tanya, Mitchelmore, Nina  
**Subject:** RE: Teacher Think Tank materials for French Translation

Hi again,

A reminder that we need the PPIA, Final E and C Plan and PO approval before we go live.

Kristina

**From:** Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Sent:** Monday, January 22, 2024 9:54 AM  
**To:** Noble, Tanya <tanyanoble@gov.nl.ca>; Mitchelmore, Nina <ninamitchelmore@gov.nl.ca>; George, Kristina (EC-OPE) <KGeorge@gov.nl.ca>  
**Subject:** FW: Teacher Think Tank materials for French Translation

French documents attached.

**From:** Hollett, Nancy  
**Sent:** Tuesday, January 23, 2024 4:05 PM  
**To:** Senior, Pam  
**Subject:** RE: PPIA Checklist Teachers Think Tank Engagement - January 11.xlsx

The questionnaire is intended to help inform a virtual discussion/workshop being held on February 23. The workshop will focus on solutions to issues of teacher recruitment and retention. General information to guide discussions is being sought.

**From:** Senior, Pam <PamSenior@gov.nl.ca>  
**Sent:** Tuesday, January 23, 2024 4:00 PM  
**To:** Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Subject:** FW: PPIA Checklist Teachers Think Tank Engagement - January 11.xlsx

Hi Nancy,

**From:** Glassman, Stephen <StephenGlassman@gov.nl.ca>  
**Sent:** Tuesday, January 23, 2024 3:35 PM  
**To:** Buck, Cory <CoryBuck@gov.nl.ca>  
**Cc:** Senior, Pam <PamSenior@gov.nl.ca>  
**Subject:** RE: PPIA Checklist Teachers Think Tank Engagement - January 11.xlsx

s. 29(1)(a)

Let me know if you have any questions of your own.

Thanks again,  
Stephen

**From:** Glassman, Stephen  
**Sent:** Tuesday, January 23, 2024 2:49 PM  
**To:** Buck, Cory <CoryBuck@gov.nl.ca>  
**Cc:** Senior, Pam <PamSenior@gov.nl.ca>  
**Subject:** RE: PPIA Checklist Teachers Think Tank Engagement - January 11.xlsx

Thanks, Cory. I will fill out the appropriate sections and provide back to you both before end of day today.

Stephen

**From:** Buck, Cory <CoryBuck@gov.nl.ca>  
**Sent:** Tuesday, January 23, 2024 2:12 PM  
**To:** Glassman, Stephen <StephenGlassman@gov.nl.ca>  
**Cc:** Senior, Pam <PamSenior@gov.nl.ca>  
**Subject:** RE: PPIA Checklist Teachers Think Tank Engagement - January 11.xlsx

Hi Stephen, please see attached.

Thanks,

Cory

**Cory Buck**

709.729.7425 (t) | [corybuck@gov.nl.ca](mailto:corybuck@gov.nl.ca)

**From:** Senior, Pam <[PamSenior@gov.nl.ca](mailto:PamSenior@gov.nl.ca)>  
**Sent:** Tuesday, January 23, 2024 2:01 PM  
**To:** Buck, Cory <[CoryBuck@gov.nl.ca](mailto:CoryBuck@gov.nl.ca)>  
**Subject:** FW: PPIA Checklist Teachers Think Tank Engagement - January 11.xlsx

Hi Cory,

Would you please sign PPIA I sent this morning and return it to Stephen.

Thanks,  
Pam

**From:** Glassman, Stephen <[StephenGlassman@gov.nl.ca](mailto:StephenGlassman@gov.nl.ca)>  
**Sent:** Tuesday, January 23, 2024 1:58 PM  
**To:** Senior, Pam <[PamSenior@gov.nl.ca](mailto:PamSenior@gov.nl.ca)>  
**Subject:** RE: PPIA Checklist Teachers Think Tank Engagement - January 11.xlsx

Hi Pam,

I have essentially reviewed the PPIA (just awaiting managerial signoff now) – however, I noticed that the bottom of the PPIA was not signed and dated. Would you be able to send me back a signed copy that I can provide out assessment and recommendations on? It doesn't need to be a wet signature.

Thanks  
Stephen

**From:** Senior, Pam <[PamSenior@gov.nl.ca](mailto:PamSenior@gov.nl.ca)>  
**Sent:** Tuesday, January 23, 2024 11:57 AM  
**To:** Glassman, Stephen <[StephenGlassman@gov.nl.ca](mailto:StephenGlassman@gov.nl.ca)>  
**Subject:** RE: PPIA Checklist Teachers Think Tank Engagement - January 11.xlsx

All good, thank you Stephen. Any questions let me know.

Pam

**From:** Glassman, Stephen <[StephenGlassman@gov.nl.ca](mailto:StephenGlassman@gov.nl.ca)>  
**Sent:** Tuesday, January 23, 2024 10:55 AM  
**To:** Senior, Pam <[PamSenior@gov.nl.ca](mailto:PamSenior@gov.nl.ca)>  
**Cc:** Drover, Erin <[ErinDrover@gov.nl.ca](mailto:ErinDrover@gov.nl.ca)>  
**Subject:** RE: PPIA Checklist Teachers Think Tank Engagement - January 11.xlsx

Hi Pam,

Please ignore my previous email, as Erin provided the information to me. I will review and get back to you later today.

Let me know if you have any questions.

Thanks,  
Stephen

**From:** Senior, Pam <PamSenior@gov.nl.ca>  
**Sent:** Tuesday, January 23, 2024 9:29 AM  
**To:** Drover, Erin <ErinDrover@gov.nl.ca>  
**Cc:** Hollett, Nancy <NancyHollett@gov.nl.ca>; Buck, Cory <CoryBuck@gov.nl.ca>  
**Subject:** FW: PPIA Checklist Teachers Think Tank Engagement - January 11.xlsx

Hi Erin,

Please see attached PPIA. EDU is hoping to have a reply by Wednesday, January 24, 2024.

If you have any questions or concerns please reach out.

Thank you,  
Pam

**From:** Buck, Cory <CoryBuck@gov.nl.ca>  
**Sent:** Friday, January 12, 2024 11:20 AM  
**To:** Hollett, Nancy <NancyHollett@gov.nl.ca>; Senior, Pam <PamSenior@gov.nl.ca>  
**Subject:** RE: PPIA Checklist Teachers Think Tank Engagement - January 11.xlsx

Hi Nancy,

s. 29(1)(a)

I reviewed the PPIA, I have no real concerns from a privacy perspective. [REDACTED]

Privacy Statement: Please do not include your name or any information that could identify you. The collection and protection of information is being done under the authority of section 61(c) of the **Access to Information and Protection of Privacy Act, 2015**, for the purpose of receiving feedback (insert purpose here. For example "relating to issues/challenges facing Educators in the province"). If you have any questions about the collection or use of this information, please contact the Policy and Information Management Division of the Department of Education at (709) 729-6281.

Once you have everything finalized and ready to go, please send it back and I will submit it to the ATIPP office for approval.

Thanks,

Cory

**Cory Buck**

709.729.7425 (t) | [corybuck@gov.nl.ca](mailto:corybuck@gov.nl.ca)

**From:** Hollett, Nancy <[NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)>  
**Sent:** Thursday, January 11, 2024 3:53 PM  
**To:** Buck, Cory <[CoryBuck@gov.nl.ca](mailto:CoryBuck@gov.nl.ca)>; Senior, Pam <[PamSenior@gov.nl.ca](mailto:PamSenior@gov.nl.ca)>  
**Subject:** RE: PPIA Checklist Teachers Think Tank Engagement - January 11.xlsx

No it wasn't.  
The document is misnamed in the shared folder.  
The correct is attached.

**From:** Hollett, Nancy  
**Sent:** Thursday, January 11, 2024 3:49 PM  
**To:** Buck, Cory <[CoryBuck@gov.nl.ca](mailto:CoryBuck@gov.nl.ca)>; Senior, Pam <[PamSenior@gov.nl.ca](mailto:PamSenior@gov.nl.ca)>  
**Subject:** RE: PPIA Checklist Teachers Think Tank Engagement - January 11.xlsx

The questionnaire was attached in my previous emails.

**From:** Buck, Cory <[CoryBuck@gov.nl.ca](mailto:CoryBuck@gov.nl.ca)>  
**Sent:** Thursday, January 11, 2024 3:33 PM  
**To:** Hollett, Nancy <[NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)>; Senior, Pam <[PamSenior@gov.nl.ca](mailto:PamSenior@gov.nl.ca)>  
**Subject:** RE: PPIA Checklist Teachers Think Tank Engagement - January 11.xlsx

Hi Nancy,

Yes, it would be you who did the PPIA. I will make note that I reviewed it as well.

I will need the list of questions that will be asked before I can proceed as it will dictate the risk around the protection of personal information in this project. Please send along the questionnaire when you get the chance.

Thanks,

Cory

**Cory Buck**

709.729.7425 (t) | [corybuck@gov.nl.ca](mailto:corybuck@gov.nl.ca)

**From:** Hollett, Nancy <[NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)>  
**Sent:** Thursday, January 11, 2024 2:20 PM  
**To:** Buck, Cory <[CoryBuck@gov.nl.ca](mailto:CoryBuck@gov.nl.ca)>; Senior, Pam <[PamSenior@gov.nl.ca](mailto:PamSenior@gov.nl.ca)>  
**Subject:** PPIA Checklist Teachers Think Tank Engagement - January 11.xlsx

Hi

I filled out the document.

Cory, if you could review this one, I think it's easier. I didn't fill out the who did the PPIA. Is that me?

Nancy

**From:** Senior, Pam  
**Sent:** Tuesday, January 23, 2024 4:45 PM  
**To:** Hollett, Nancy  
**Subject:** PPIA  
**Attachments:** Copy of PPIA Checklist Teachers Think Tank Engagement - January 23.xlsx

Please review attached response to Question 8, edit and return to me.

Pam

**Pam Senior | Director of Policy and Information Management**

T: 709-729-1841 | E: [pamsenior@gov.nl.ca](mailto:pamsenior@gov.nl.ca)

# Public Engagement PPIA

This checklist is to be completed by public bodies and submitted to the ATIPP Office electronically. If you need assistance completing this PPIA, please contact the Senior Privacy Analyst assigned to your public body, or call the ATIPP Office at 729-7072 or email: ATIPPOffice@gov.nl.ca .

## GENERAL INFORMATION

Name of Engagement Activity: **Teachers Think Tank**

Public Body: **Education**

Contact Name: **Nancy Hollett**

Contact Title: **Director of Communications - Integration**

Contact Phone Number: **709-729-0048**

Contact Email: **[NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)**

PPIA Completed By: **Nancy Hollett**

Title: **Director of Communications - Integration**

Phone Number: **709-729-0048**

Email: **[NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)**

Date PPIA Completed: **12-Jan-24**

## PROJECT OVERVIEW

**1 Which of the following best describes this project?**

- One time engagement
- New annual or ongoing engagement
- Existing annual or ongoing engagement

Other

**2 Briefly describe the topic of this engagement activity**

- The Teachers Think Tank will provide a dedicated forum to hear directly from teachers and determine opportunities to address those challenges head on.
- The questionnaire is the phase one of the engagement process.

**3 Who will you be collecting responses from? Select all that apply**

- General Public
- Targeted stakeholder groups - Educators and Parents/Guardians from school catchment area.
- Individuals in their professional capacity
- Other

**4 How will the engagement activity be conducted? Select all that apply**

- Online form
- Online engagement document with emailed responses
- Public engagement sessions
- Stakeholder sessions by invite
- Other

Comments:

**4A If conducted in person, will any accommodations or allergy notices be requested?**

- Yes
- No
- Unknown

**5 What questions will you ask in the engagement activities? Please list all questions or attach the engagement document. Make sure to also include any demographic information you plan to collect.**

as attached

## COLLECTION of PERSONAL INFORMATION

**6 Will you be collecting the names of individuals who participate in the engagement activity(ies)?**

- Yes, our records will contain the names connected with the opinions or other information of those responding
- We will have a list of those responding or attending sessions, but not who said what
- No
- Other (please describe)

**6A Are you collecting any other information that can be used to identify someone (eg. email address, etc.). If so, please list this information**

People will participate with access code. No accounts will be required.

**7 Are opinions being collected in a personal or professional capacity?**

- A professional capacity (e.g. individual gives their opinion as an expert in their field, as a representative of an organization, etc.)

- A personal capacity
- Both

Comments:

**8 Please list all personal information you will be collecting (eg. age, gender, etc)**

Type of Personal Information	Purpose for Collection
Information on opinions	The questionnaire is intended to help inform a virtual discussion/workshop being held on February 23. The workshop will focus on solutions to issues of teacher recruitment and retention. General information to guide discussions is being sought.
Employment status	The survey is intended for teachers working in schools. It is designed to determine if certain positions /grades/ full time/part time within the K-12 system are may reveal more concerns than others.
If worplace is negatively impacting their mental health or if they are experiencing burnout.	General questions asking if teachers feel their if the demands of their worplace is negatively impacting their mental health or if they are experienceing burnout. The questions are optional and does not ask for a specific diagnosis. Responses are intended to help inform a virtual discussion/workshop being held on February 23. The workshop will focus on solutions to issues of teacher recruitment and retention. General information to guide discussions is being sought.
Which of 4 areas of the province a teacher lives in.	To determine if there are regional differences throughout the province. Areas defined are large and would not permit identification of a teacher.
Open fields	Provides an oppourtunity for teachers to express their concerns, frustrations as well as provide positive comments respecting their jobs. Responses are intended to help inform a virtual discussion/workshop being held on February 23. The workshop will focus on solutions to issues of teacher recruitment and retention. General information to guide discussions is being sought.

Unsolicited information  
**9 Will any of the information collected be used for another purpose?**

- Yes
- No
- Unknown

**9A If yes, please describe the other purpose and indicate if you will obtain consent**

**DISCLOSURE of PERSONAL INFORMATION**

**10 Will any of the following be made available to the public?**

- A "What We Heard" document summarizing responses
- A list of participants
- Responses with names and other identifying information removed
- Full responses from participants, including names of participants

Other

**11 How will information be made available to the public?**

- Information posted online
- Information provided to individuals upon request

Other

**12 Is there any information that will be shared with another public body or organization but not with the public?**

- Yes
- No

If yes, list the type of information and who you will share it with

**SECURITY and SAFEGUARDS**

**13 Have you discussed this project with OCIO/IT personnel to address information security**

- Yes
- No
- Not Applicable

List individuals involved in project security discussions:

**14 Which of the following safeguards are in place to the personal information collected by this engagement activity?** *Select all that apply. If you need assistance, please contact the ATIPP Office*

**Physical Safeguards for this project**

- Locked file cabinets
- Secure storage areas or records facilities ( e.g. locked rooms, limited employee or public access)
- Secure building access ( e.g. locked entrances, surveillance)
- Not Applicable

Other:

**Administrative Safeguards for this project**

- Security Clearances and/or Background Checks ( e.g. employees, contractors, 3rd party)
- Privacy Clauses in 3rd party contracts
- Privacy Policies and/or Procedures
- Account Management (please attach process to be followed)
- Change Management (please attach process to be followed)
- No Safeguards
- Unknown
- Not Applicable

Other:

**Technical Security/Safeguards for this project**

- Encryption
- Access controls (e.g. user authentication, passwords, locking workstations)
- Data recovery procedures (e.g. Onsite/offsite backup procedures, disaster recovery plans)
- Secure disposal of electronic records
- Not Applicable

Other:

**Access Controls for this project**

- Access monitoring
- Historical auditing
- Exit procedures
- User limitations
- Not Applicable

Other:

**15 Are the physical, technical and administrative security requirements documented?**

- Yes
- No
- Some are

**ADDITIONAL INFO:**

**16 Can personal information be edited once it is entered into any project system/database?** *(s.42)*

- Yes - all information can be edited
- Yes - some information can be edited
- No

If yes (some), list types of information that cannot be edited:

**17 Is there a retention schedule in place for this project?**

- Yes
- No - however, one is being or will be developed
- No

**18 All additional documentation referenced above has been attached to this PPIA checklist**

- Yes
- No

If no, provide additional information

**Sign Off by Department**

Have the program manager, or the person with responsibility for this project, review the completed PPIA. Once they have reviewed, list their name below and the date. This will be considered their sign-off on the PPIA by the ATIPP Office.

Program Manager (or equivalent)	
Date	

Send completed electronic copy of this PPIA to the Senior Privacy Analyst assigned to your public body. If you are unsure who the Analyst is, please contact the ATIPP Office at 729-7072 or [atippoffice@gov.nl.ca](mailto:atippoffice@gov.nl.ca)

**Definition of Personal Information:**

Personal information is information that can identify an individual (e.g. name, address, social insurance numbers). Some information on its own is sufficient to identify an individual (e.g. name) whereas in other instances, information must be combined to identify an individual (address, age and gender of the individual). Information that relates directly to and is about an individual is considered the personal information of the individual. It is important to note that while paragraph 2(u) provides examples, it is not an exhaustive list of personal information. Photographs, driver license numbers and social insurance numbers are also considered to be forms of personal information, although they are not specifically included in the definition of personal information.

**Examples of Personal Information****Financial & Banking Information**

credit card number

debit card number

social insurance number (SIN)

income tax information

financial status or history

**Personal Health Information**

MCP

disabilities

test results

medications

health care status or history

**General Personal Information**

educational information (status or history)

employment information (status or history)

criminal record, status or history

date of birth

name

home address

home telephone

personal email address

age

sex

sexual orientation

religious beliefs or associations

national origin

ethnic origin and/or skin colour

political beliefs or associations
marital status
family information or status
anyone else's opinions about the individual
the individual's views or opinions
Photograph
Video

# Privacy Impact Report

## GENERAL INFORMATION

Date PPIA  
submitted

### Risk Analysis

#	Potential Risk	Overall Risk
1		
2		
3		
4		

### Recommendations

Project Status	
	Approved
	Conditionally Approved - subject to recommendations
	Requires additional analysis
	PIA Required

### Recommendations

1	
2	
3	
4	
5	
6	

### Follow-up on Recommendations

	1 month
	6 month
	12 months

### Sign Off

ATIPP Sr. Privacy Analyst	
Date submitted to Public Body	

# Risk Assessment Methodology

## GENERAL INFORMATION

When completing a privacy impact report, assessment of each identified risk must be completed. This assesses the impact of harm in the event of a breach, along with the likelihood of a breach occurring.

### Impact of Event

To determine the impact of a breach, consider the personal information involved and the consequences of the potential impacts. All factors identified in the impact table can, under certain circumstances, be ranked higher or lower. For example, for many, a home mailing address could be considered low risk personal information. That same home mailing address on a database of a women's shelter could be considered high risk personal information, the disclosure of which could cause safety concerns.

Factors affecting impact of risk	Considerations (listed in order from highest impact examples to lowest)
Sensitivity of Information	<ul style="list-style-type: none"> <li>Identity information, financial information, biometrics, health information</li> <li>Educational information, nationality</li> <li>Postal code, low sensitivity personal opinions about low sensitivity topics, e.g. the weather</li> </ul>
Mosaic effect of information	<ul style="list-style-type: none"> <li>Very small population or geographic area, very unique characteristics (e.g. small town)</li> <li>Moderate population or geographic area, potentially identifying characteristics (e.g. region with low population)</li> <li>Large population or geographic area, common characteristics (e.g. province of NL)</li> </ul>
Effect on individuals or third parties	<ul style="list-style-type: none"> <li>Risk of identity theft, physical harm, hurt or humiliation, or risk to business opportunities</li> <li>Pestered by marketers, inconvenienced</li> <li>No effect or unnoticed</li> </ul>
Number of people affected by potential breach	<ul style="list-style-type: none"> <li>101+people</li> <li>11-100 people</li> <li>0-10 people</li> </ul>
Audience of unauthorized disclosures	<ul style="list-style-type: none"> <li>101+people</li> <li>11-100 people</li> <li>0-10 people</li> </ul>
Effect on public bodies credibility of reputation	<ul style="list-style-type: none"> <li>Bad press, political ramifications, public outcry</li> <li>Length of time, if any, system is unavailable</li> <li>Internal ramifications, major process overhauls</li> <li>Expected, of little consequence</li> </ul>

Impact of Breach	
Level	Descriptor
5	Major
4	Significant
3	Moderate
2	Minor
1	Insignificant

<b>Likelihood of Event</b>	
To determine likelihood, public bodies should consider the chance of something happening.	
<b>Factors affecting likelihood of a risk happening</b>	<b>Considerations (listed in order from most likely to least likely)</b>
Content is public facing (i.e. comments section for a web site or a public body's Facebook page)	<ul style="list-style-type: none"> <li>• No moderation or monitoring of content</li> <li>• Content is monitored or moderated during business hours only</li> <li>• All content is moderated before being posted</li> </ul>
Employee access to content	<ul style="list-style-type: none"> <li>• Open access</li> <li>• Role-based access to all client files (i.e. all analysts can access any client file)</li> <li>• Need-to-know access to client files only (i.e. only assigned analyst can access client file)</li> </ul>
Technical security measures	<ul style="list-style-type: none"> <li>• No encryption, no password protection</li> <li>• Password protection only</li> <li>• All content in transit is encrypted and password protected</li> </ul>
Physical security measures	<ul style="list-style-type: none"> <li>• Open, street access (no sign-in, no pass cards). No open storage.</li> <li>• No identification needed for sign-in. Unescorted access.</li> <li>• Restricted, escorted access only.</li> </ul>
Policies	<ul style="list-style-type: none"> <li>• No access policies, no clear-set guidelines regarding information management. No education of existing policies.</li> <li>• Some policies in place, but no education of these policies.</li> <li>• Clear-set policies regarding information management and widespread education provided on these policies.</li> </ul>
Similar breaches in past	<ul style="list-style-type: none"> <li>• public body has had similar breaches in the past and has done nothing to prevent similar breaches from occurring</li> <li>• Public body has had similar breaches in the past and has done some things to prevent similar breaches from occurring (e.g. sent a memo to staff, etc.)</li> <li>• Public body has had similar breaches in the past, has reviewed and updated policies and procedures concerning the collection, use, access,</li> </ul>
Clear legislative authority	<ul style="list-style-type: none"> <li>• Public body does not have legislative authority to collect the personal information collected.</li> <li>• Public body has legislative authority under s.61 (c) of ATIPPA, 2015 to collect personal information for the program/service.</li> <li>• Public body has legislative authority under an Act to specifically collect the personal information collected.</li> </ul>

<b>Likelihood of Breach</b>	
<b>Level</b>	<b>Descriptor</b>
5	Almost certain
4	Likely
3	Possible
2	Unlikely
1	Rare

**Overall Risk Score**

The overall score attributed to the risk of such a breach occurring is calculated based on the likelihood and impact ratings to produce a score and risk level. Overall risk scores should be assessed for each identified risk. While impact and likelihood of breaches list several factors, only apply 1 overall number for impact and one overall number for likelihood. Once risks have been identified and measured, a decision must be made on how to manage the risk.

**Overall Risk (Impact x likelihood)**

Level	Descriptor
20+	Extreme
11-19	High
5-10	Moderate
1-4	Low

**Overall Risk for each potential risk in PIR**

Potential Risk	Impact	Likelihood	Total	Risk Level
			0	
			0	
			0	
			0	





**From:** Jennifer Tulk <jtulk@nlta.ca>  
**Sent:** Wednesday, January 24, 2024 8:22 AM  
**To:** Hollett, Nancy, Ian Crewe, Linehan, Scott, Andrew Hickey (HQ)  
**Subject:** Think Tank Material  
**Attachments:** Draft Agenda\_Teachers Think Tank\_Feb23.docx, THINK TANK DRAFT GUEST LIST.docx

Good Morning,

In advance of our meeting at 9 am, please find attached our draft agenda and draft guest list.

We are still working on the list of members for the Lived Experience Panel and the topics for the Discussion Cycles.

Thanks,  
Jenn

# Teachers Think Tank

## AGENDA

**Date: February 23, 2024**

**Time: 8:30 am – 3:00 pm**

**Location: Virtual**

1. Welcoming Remarks 8:30 am
  - Honourable Andrew Furey, Premier of Newfoundland and Labrador
  - Honourable Krista Lynn Howell, Minister of Education, Government of Newfoundland and Labrador
  - Mr. Trent Langdon, President, Newfoundland and Labrador Teachers' Association
2. Lived Experience Panel (6-7 members) 8:45 am
  - Members of the Newfoundland and Labrador Teachers' Association
3. Refreshment Break 9:45 am
4. An Overview of Research Findings from Think Tank Survey 9:55 am
5. Discussion Cycle 1 10:15 am
6. Refreshment Break 11:00 am
7. NLSchools and CSFP provide updates on current recruitment and retention initiatives. 11:10 am
8. Discussion Cycle 2 11:30 am
9. Break for lunch. 12:15 pm
10. Keynote Address: Heidi Yetman, President, Canadian Teachers Federation 12:45 pm
11. Discussion Cycle 3 1:15 pm
12. Refreshment Break 2:00 pm
13. Discussion Cycle 4 2:10 pm
14. Closing Remarks (NLTA & Gov NL – possibly DM of Education) 2:45 pm

<b>THINK TANK NLTA/Government of NL</b>		
<b>Organization</b>	<b>Participant</b>	<b>Email</b>
<b>Newfoundland and Labrador Teachers' Association</b>	Trent Langdon, President	<a href="mailto:tlangdon@nlta.ca">tlangdon@nlta.ca</a>
	Stefanie Tuff, Executive Director	<a href="mailto:stuff@nlta.ca">stuff@nlta.ca</a>
	Ian Crewe, Assistant Executive Director	<a href="mailto:icrewe@nlta.ca">icrewe@nlta.ca</a>
	Jennifer Tulk, Communications Officer	<a href="mailto:jtulk@nlta.ca">jtulk@nlta.ca</a>
	Darlene Johnson, Administrative Officer	<a href="mailto:djohnson@nlta.ca">djohnson@nlta.ca</a>
	Dale Lambe, Vice President	<a href="mailto:dlambe@nlta.ca">dlambe@nlta.ca</a>
	Angela Dawe, Table Officer	<a href="mailto:adawe@nlta.ca">adawe@nlta.ca</a>
	Colin Short, Table Officer	<a href="mailto:cshort@nlta.ca">cshort@nlta.ca</a>
	Hollis Cull, Provincial Executive	<a href="mailto:hcull@nlta.ca">hcull@nlta.ca</a>
	Darryl George, Provincial Executive	<a href="mailto:dgeorge@nlta.ca">dgeorge@nlta.ca</a>
	Lynette Snook, Provincial Executive	<a href="mailto:lsnook@nlta.ca">lsnook@nlta.ca</a>
	Tracey Payne, Provincial Executive	<a href="mailto:tpayne@nlta.ca">tpayne@nlta.ca</a>
	Sheldon Slaney, Provincial Executive	<a href="mailto:sslaney@nlta.ca">sslaney@nlta.ca</a>
	Russell Stockley, Provincial Executive	<a href="mailto:rstockley@nlta.ca">rstockley@nlta.ca</a>
	Della Way, Provincial Executive	<a href="mailto:dway@nlta.ca">dway@nlta.ca</a>
	Sean Weir, Provincial Executive	<a href="mailto:sweir@nlta.ca">sweir@nlta.ca</a>
	Stephanie Drover-Edmunds, Council of Special Services Special Interest Council	<a href="mailto:coss@mynlta.ca">coss@mynlta.ca</a>
	Kelly Cribb, DHH/BVI Special Interest Council	<a href="mailto:DHHBVlexecutive@gmail.com">DHHBVlexecutive@gmail.com</a>
	Alison Edwards, English Language Arts, Special Interest Council	<a href="mailto:alisonedwards@nlschools.ca">alisonedwards@nlschools.ca</a>
	Trevor Taylor, Gender and Sexual Diversity, Special Interest Council	<a href="mailto:trevortaylor@nlschools.ca">trevortaylor@nlschools.ca</a>
	Angela Norman, Health Education, Special Interest Council	<a href="mailto:angelanorman@nlschools.ca">angelanorman@nlschools.ca</a>

	Yvonne Dawe, Math-Science Special Interest Council	<a href="mailto:yvonedawe@nlschools.ca">yvonedawe@nlschools.ca</a>
	Michelle Macey, Music Educators' Special Interest Council	<a href="mailto:michellemacey@nlschools.ca">michellemacey@nlschools.ca</a>
	Holly Healy, NLCPA Special Interest Council	<a href="mailto:hollyhealey@nlschools.ca">hollyhealey@nlschools.ca</a>
	Neil Baker, Physical Education Special Interest Council	<a href="mailto:neilbaker@nlschools.ca">neilbaker@nlschools.ca</a>
	Peggy Hann, Psychologists in Education, Special Interest Council	<a href="mailto:peggyhann@nlschools.ca">peggyhann@nlschools.ca</a>
	Darryl Murphy, Psychologists in Education, Special Interest Council	<a href="mailto:darrylmurphy@nlschools.ca">darrylmurphy@nlschools.ca</a>
	Nancy Healey, School Administrators' Special Interest Council	<a href="mailto:nancyhealey@nlschools.ca">nancyhealey@nlschools.ca</a>
	Sherry Potter, Second Language Special Interest Council	<a href="mailto:sherrypotter@nlschools.ca">sherrypotter@nlschools.ca</a>
	Chad Horne, Small Schools Special Interest Council	<a href="mailto:chadhorne@nlschools.ca">chadhorne@nlschools.ca</a>
	Jill Kennedy, Social Studies Special Interest Council	<a href="mailto:jillkennedy@nlschools.ca">jillkennedy@nlschools.ca</a>
	Sandy Crowley, SLP Special Interest Council	<a href="mailto:sandycrowley@nlschools.ca">sandycrowley@nlschools.ca</a>
	Leigh Borden, Teacher Librarians Special Interest Council	<a href="mailto:leighborden@nlschools.ca">leighborden@nlschools.ca</a>
	Alexander Taylor, Technology in Education Special Interest Council	<a href="mailto:alexandertaylor@nlschools.ca">alexandertaylor@nlschools.c a</a>
	Lived Experience Panel NLTA Member	
	Lived Experience Panel NLTA Member	
	Lived Experience Panel NLTA Member	
	Lived Experience Panel NLTA Member	
	Lived Experience Panel NLTA Member	
	Lived Experience Panel NLTA Member	
	Lived Experience Panel NLTA Member	
	Lived Experience Panel NLTA Member	
	Lived Experience Panel NLTA Member	
<b>Department of Education</b>	Krista Lynn Howell, Minister	
	Tracy King, Deputy Minister	

	Greg O'Leary, Deputy Minister Education Transformation	
	Scott Linehan, ADM	
	Robin Hayes, ADM	
	Joanne Hogan, Manager of Curriculum and Learning Resources	
	Sharon Whalen, Acting Director	
	Nancy Hollett, Director of Communications	
	Angela Picco, Director of Communications	
	Denise King, Student Support Services	
<b>NLSchools</b>	Terry Hall, ADM	
	Andrew Hickey, SMO HR	
	Mike Tobin, SMO School Systems	
	Niki O'Brien-MacDonald, SMO Programs	
	Denise Coady, SMO Student Services	
	Sheldon Barry, Provincial Lead Multiculturalism	
	Cheryl Gullage, Director of Communications	
	Robin Breen, Director of Student Support Services	
	Lisa Wheeler, Director of Student Support Services	
<b>CSFP</b>	Selena Mell, Directrice General	
	Peter Smith, Deputy Director General	
	Patricia Greene, Director of Education Services	
<b>Faculty of Education, MUN</b>	Dr. Pamela Osmond-Johnson, Dean	
	Dr. David Gill, Associate Dean	
	Darrin Pike, Coordinator, Field Services	

<b>Department of Immigration, Population Growth and Skills</b>		
<b>Department of Labrador Affairs</b>		
<b>Office of Women and Gender Equality</b>		
<b>Treasury Board Secretariat</b>	Payroll	
<b>Student Reps</b>	K-6 Class Rep	
	Secondary Class Rep	
<b>Keynote Speaker</b>	Heidi Yetman, President, Canadian Teachers' Federation	

**From:** Hollett, Nancy  
**Sent:** Wednesday, January 24, 2024 2:11 PM  
**To:** Noble, Tanya, George, Kristina (EC-OPE), Mitchelmore, Nina  
**Subject:** RE: PPIA Checklist Teachers Think Tank Engagement - January 11.xlsx

They want another PPIA for the actual Think Tank.  
Maybe we can have a quick chat about tomorrow.

N

**From:** Noble, Tanya <tanyanoble@gov.nl.ca>  
**Sent:** Wednesday, January 24, 2024 11:57 AM  
**To:** Hollett, Nancy <NancyHollett@gov.nl.ca>; George, Kristina (EC-OPE) <KGeorge@gov.nl.ca>; Mitchelmore, Nina <ninamitchelmore@gov.nl.ca>  
**Subject:** RE: PPIA Checklist Teachers Think Tank Engagement - January 11.xlsx

Thanks. We are almost to the finish line!!!

**From:** Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Sent:** Wednesday, January 24, 2024 11:48 AM  
**To:** George, Kristina (EC-OPE) <KGeorge@gov.nl.ca>; Noble, Tanya <tanyanoble@gov.nl.ca>; Mitchelmore, Nina <ninamitchelmore@gov.nl.ca>  
**Subject:** FW: PPIA Checklist Teachers Think Tank Engagement - January 11.xlsx

Approved PPIA attached.

**From:** Noble, Tanya  
**Sent:** Thursday, January 25, 2024 9:25 AM  
**To:** Hollett, Nancy, George, Kristina (EC-OPE), Mitchelmore, Nina  
**Subject:** RE: PPIA Checklist Teachers Think Tank Engagement - January 11.xlsx

Thanks Nancy. Talk at 10.

**From:** Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Sent:** Wednesday, January 24, 2024 4:54 PM  
**To:** George, Kristina (EC-OPE) <KGeorge@gov.nl.ca>; Noble, Tanya <tanyanoble@gov.nl.ca>; Mitchelmore, Nina <ninamitchelmore@gov.nl.ca>  
**Subject:** FW: PPIA Checklist Teachers Think Tank Engagement - January 11.xlsx

There was a typo in the PPIA I sent you this morning. They had accidentally referred to MyGovNL.ca instead of EngageNL.ca

This is the corrected version.

I've also attached the final E and C plan as approved by the Premier's Office.

If you need anything else, please let me know.

Nancy

**From:** George, Kristina (EC-OPE)  
**Sent:** Thursday, January 25, 2024 10:34 AM  
**To:** Hollett, Nancy  
**Cc:** Noble, Tanya, Mitchelmore, Nina  
**Subject:** FW: Corrections 24 janvier 2024.docx  
**Attachments:** Corrections 24 janvier 2024 - DO - 01.25.24.docx

**From:** Osmond, Devin <OsmondDevin@gov.nl.ca>  
**Sent:** Thursday, January 25, 2024 10:32 AM  
**To:** George, Kristina (EC-OPE) <KGeorge@gov.nl.ca>; Noble, Tanya <tanyanoble@gov.nl.ca>; Mitchelmore, Nina <ninamitchelmore@gov.nl.ca>  
**Subject:** RE: Corrections 24 janvier 2024.docx

Good morning,

Most items on the doc have been addressed. See attached with my comments. I have to wait until I hear from 76engage on the translation of the navigation buttons. Also not sure why it was stated the button was not working for the questionnaire on the landing page, appears to work fine for me.

Thanks,

**Devin Osmond**

Online Engagement Coordinator, Public Engagement & Planning Division

**Executive Council, Communications and Public Engagement Branch**

Government of Newfoundland and Labrador  
P.O. Box 8700, West Block, Confederation Building  
St. John's, NL, A1B 4J6

709 729-5790 | [OsmondDevin@gov.nl.ca](mailto:OsmondDevin@gov.nl.ca)



**From:** George, Kristina (EC-OPE) <KGeorge@gov.nl.ca>  
**Sent:** Wednesday, January 24, 2024 3:55 PM  
**To:** Osmond, Devin <OsmondDevin@gov.nl.ca>  
**Cc:** Noble, Tanya <tanyanoble@gov.nl.ca>; Mitchelmore, Nina <ninamitchelmore@gov.nl.ca>  
**Subject:** FW: Corrections 24 janvier 2024.docx

Hi Devin,

I see Nina emailed, but if easier for you I also saved in the folder, [HERE](#).

**From:** Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Sent:** Wednesday, January 24, 2024 3:50 PM  
**To:** George, Kristina (EC-OPE) <KGeorge@gov.nl.ca>; Noble, Tanya <tanyanoble@gov.nl.ca>; Mitchelmore, Nina

<ninamitchelmore@gov.nl.ca>

**Subject:** FW: Corrections 24 janvier 2024.docx

Hi

There are a few typos and the like, but there's also a question missing.  
Please see Suzelle's notes as attached.

Nancy

Corrections 24 janvier 2024 – 12h42

<https://www.engagenl.ca/en/groupe-reflexion-aupres-du-personnel-enseignant>

Should that be FR?

### Landing page

s. 29(1)(a)

Le gouvernement de Terre-Neuve et Labrador et la Newfoundland and Labrador Teachers' Association (NLTA) travailleront avec d'autres collègues pour discuter des enjeux et des possibilités, et pour aider à trouver des solutions pour répondre aux préoccupations et aux défis en matière de recrutement et de maintien en poste des enseignants de la province.

s. 29(1)(a)

1.

Cliquez ici pour répondre au questionnaire

2. Should something be hyperlinked in the sentence?

All the links to Haut the page are working.  
All the links to [TeachersThinkTank@gov.nl.ca](mailto:TeachersThinkTank@gov.nl.ca) are working.  
The links to connecter et enregistrer are working.

### Questionnaire

2. Veuillez indiquer le nombre approximatif d'élèves inscrits à votre école.

s. 29(1)(a)

s. 29(1)(a)

7. Quel est le statut de votre poste actuel (année scolaire 2023-24)? Choisissez toutes les options qui s'appliquent:

Enseignant e permanente à temps plein

Enseignant e permanente à temps partiel

s. 29(1)(a)

Next >

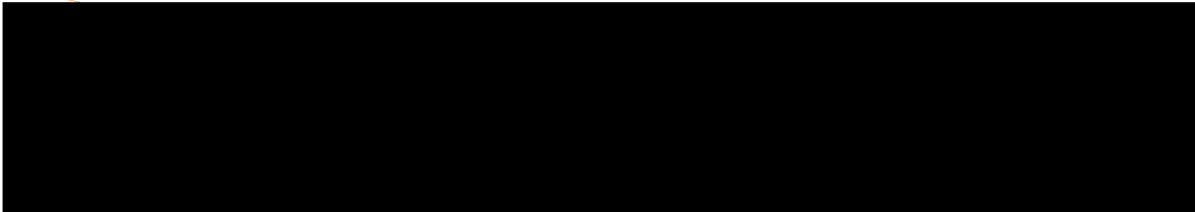
s. 29(1)(a)

Next -

9. En réfléchissant à votre propre carrière, vous identifiez-vous comme ayant ressenti des symptômes d'épuisement professionnel? ●

- Oui
- Non
- Préfère ne pas répondre

s. 29(1)(a)



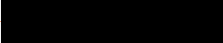
11. Avez-vous été victime de violence au travail depuis la rentrée scolaire 2023-2024?

- Oui
- Non
- Pas certain e

Si oui, veuillez choisir ci-dessous toutes les réponses qui s'appliquent:

- Abus émotionnel
- Abus physique
- Menace (s) de violence physique
- Violence verbale

s. 29(1)(a)



Autre (veuillez spécifier):

Votre expérience de violence au travail est-elle la même, inférieure ou supérieure à celle de l'année scolaire précédente?

s. 29(1)(a)



< Previous

Next >

s. 29(1)(a)

Précédent

[Redacted]

s. 29(1)(a)

[Redacted]

Labrador. Veuillez réfléchir aux possibilités et aux préoccupations au sein de votre école ou de votre lieu de travail et faire part de vos suggestions (peu importe leur taille). Les enjeux identifiés, les possibilités et les solutions recommandées seront regroupés en thèmes et contribueront à éclairer et à guider les discussions du Groupe de réflexion.

**13. Quelles sont vos trois principales préoccupations à l'heure actuelle? Veuillez sélectionner jusqu'à trois préoccupations.**

s. 29(1)(a)

[Redacted]

Veillez décrire vos préoccupations concernant le manque d'options de logements et les solutions que vous suggérez pour répondre à cette préoccupation:

s. 29(1)(a)

[Redacted]

14. Selon vous, quels sont les trois principaux enjeux qui devraient être prioritaires pour améliorer le recrutement et le maintien en poste des enseignants à Terre-Neuve-et-Labrador ? Veuillez sélectionner trois enjeux au maximum.

s. 29(1)(a)

[Redacted]

Veillez expliquer pourquoi l'embauche pour les régions rurales et éloignées devraient être une priorité, et comment la question peut être résolue:

s. 29(1)(a)

[Redacted]

Veillez expliquer pourquoi la composition des classes appropriés et applicables devraient être une priorité, et comment la question peut être résolue:

s. 29(1)(a)

[Redacted]

Précédent

Prochain

s. 29(1)(a)

[Redacted]

s. 29(1)(a)

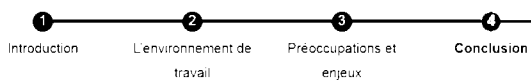
15. Veuillez identifier jusqu'à trois aspects de votre environnement de travail qui sont positifs et qui, selon vous, contribuent au maintien en poste des enseignant·e·s.

Le premier aspect de votre environnement de travail qui est positif et qui, selon vous, contribue au maintien en poste des enseignant·e·s...

Le deuxième aspect de votre environnement de travail qui est positif et qui, selon vous, contribue au maintien en poste des enseignant·e·s...

Le troisième aspect de votre environnement de travail qui est positif et qui, selon vous, contribue au maintien en poste des enseignant·e·s...

## Questionnaire – Groupe de réflexion auprès du personnel enseignant



s. 29(1)(a)

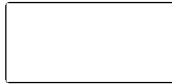
s. 29(1)(a)

5. Précédent



Précédent

Revoir



s. 29(1)(a)

Précédent

Revoir



**From:** Jennifer Tulk <jtulk@nlta.ca>  
**Sent:** Thursday, January 25, 2024 12:55 PM  
**To:** Hollett, Nancy  
**Subject:** RE: CALL TO ACTION - Teachers Think Tank

Thanks, Nancy.

Just English.

**From:** Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Sent:** Thursday, January 25, 2024 12:53 PM  
**To:** Jennifer Tulk <jtulk@nlta.ca>  
**Subject:** RE: CALL TO ACTION - Teachers Think Tank

**CAUTION:** This email originated from outside the NLTA. Do not click links or open unexpected attachments unless you know the content is safe.

No concerns on this on our end.  
Are you sending this in English and French?

N

**From:** Jennifer Tulk <jtulk@nlta.ca>  
**Sent:** Thursday, January 25, 2024 10:33 AM  
**To:** Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Subject:** FW: CALL TO ACTION - Teachers Think Tank

**From:** Jennifer Tulk  
**Sent:** Wednesday, January 24, 2024 1:58 PM  
**To:** Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Subject:** FW: CALL TO ACTION - Teachers Think Tank

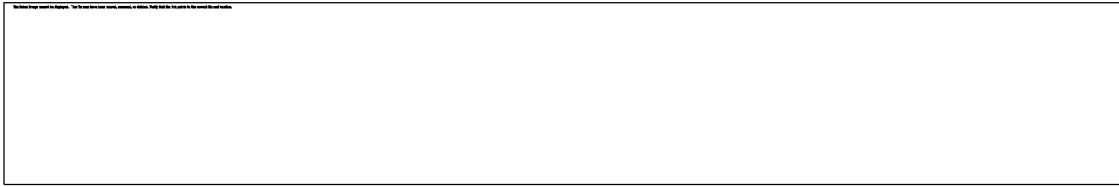
Hi Nancy,

Here is the message we will be sending to members once the Questionnaire is available (tomorrow am).

Thanks!  
Jenn

**From:** Newfoundland and Labrador Teachers' Association <nlta@nlta.nl.ca>  
**Sent:** Wednesday, January 24, 2024 1:55 PM  
**To:** Jennifer Tulk <jtulk@nlta.ca>  
**Subject:** CALL TO ACTION - Teachers Think Tank

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# Call to Action

## Teachers Think Tank

Dear Colleagues,

As you know, the Newfoundland and Labrador Teachers' Association has been calling on government to take action to address the retention, recruitment and resourcing issues facing the education system for years. As a result of your Association's efforts, a **Teachers Think Tank will be held on February 23, 2023** to discuss issues and challenges and identify solutions that can be actioned in the short-term to improve working conditions for teachers and enhance retention and recruitment efforts.

In advance of this virtual event, the NLTA is calling on all members to have their say by completing the below linked questionnaire. The results of this questionnaire will inform the discussion topics at the Teachers Think Tank event and a summary of the information received will be presented at the Think Tank.

It is vitally important that all NLTA members take this opportunity to voice your opinion. You should be able to complete this questionnaire in approximately 10-15 minutes. You do not need an EngageNL account to participate, but you will need to use the access code included below. The questionnaire is for NLTA members only and is anonymous.

## **CLICK HERE TO COMPLETE THE SURVEY**

### **ACCESS CODE -**

Your Provincial Executive will participate in the virtual Think Tank event along with a limited number of teachers from field. It is not possible for all teachers to be present at the virtual Think Tank day, but **this questionnaire is the opportunity for ALL NLTA members to speak directly to decision makers in government to outline the challenges teachers in this province face each and every day and share your thoughts on solutions to address the issues.**

I encourage all members to complete the questionnaire.

In solidarity,

Trent Langdon

**Thank you for your attention to this matter.**

“This email and any attached files are intended for the sole use of the primary and copied addressee(s) and may contain privileged and/or confidential information. Any distribution, use or copying by any means of this information is strictly prohibited. If you received this email in error, please delete it immediately and notify the sender.”

**From:** George, Kristina (EC-OPE)  
**Sent:** Thursday, January 25, 2024 3:47 PM  
**To:** Hollett, Nancy  
**Cc:** Noble, Tanya, Mitchelmore, Nina  
**Subject:** Teacher Think Tank Links

Hi,

Providing links to both questionnaires/landing pages for easy access.

English: <https://www.engagenl.ca/en/teachers-think-tank>

French: <https://www.engagenl.ca/fr/groupe-reflexion-aupres-du-personnel-enseignant>

KAG

**Kristina George (she/her)**  
Regional Partnership Planner  
Public Engagement and Planning Division  
Communications and Public Engagement Branch  
Executive Council  
Government of Newfoundland and Labrador  
E: [kgeorge@gov.nl.ca](mailto:kgeorge@gov.nl.ca)  
T: 709-729-6845  
C: 709-631-8244

**From:** Hollett, Nancy  
**Sent:** Friday, January 26, 2024 8:52 AM  
**To:** George, Kristina (EC-OPE)  
**Subject:** Re: Teacher Think Tank Links

It was shared.

On Jan 26, 2024, at 8:50 AM, George, Kristina (EC-OPE) <KGeorge@gov.nl.ca> wrote:

Nancy, can you confirm for us today that the link was shared by the NLTA, so we can update our project folder.

Thanks.

**From:** Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Sent:** Friday, January 26, 2024 8:37 AM  
**To:** George, Kristina (EC-OPE) <KGeorge@gov.nl.ca>  
**Cc:** Noble, Tanya <tanyanoble@gov.nl.ca>; Mitchelmore, Nina <ninamitchelmore@gov.nl.ca>  
**Subject:** Re: Teacher Think Tank Links

Do they need an access code?

On Jan 26, 2024, at 8:24 AM, George, Kristina (EC-OPE) <KGeorge@gov.nl.ca> wrote:

Yes.

Teachers Think Tank questionnaire (both English and French) have been reviewed and are ready.

Link to English: <https://www.engagenl.ca/en/teachers-think-tank>

Link to French: <https://www.engagenl.ca/fr/groupe-reflexion-aupres-du-personnel-enseignant>

KAG

**From:** Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Sent:** Friday, January 26, 2024 8:03 AM  
**To:** George, Kristina (EC-OPE) <KGeorge@gov.nl.ca>  
**Cc:** Noble, Tanya <tanyanoble@gov.nl.ca>; Mitchelmore, Nina <ninamitchelmore@gov.nl.ca>  
**Subject:** Re: Teacher Think Tank Links

Hey.

Double checking we're good to go before I send to Jennifer.

N

On Jan 25, 2024, at 3:47 PM, George, Kristina (EC-OPE)  
<KGeorge@gov.nl.ca> wrote:

Hi,

Providing links to both questionnaires/landing pages for easy access.

English: <https://www.engagenl.ca/en/teachers-think-tank>

French: <https://www.engagenl.ca/fr/groupe-reflexion-aupres-du-personnel-enseignant>

KAG

**Kristina George (she/her)**  
Regional Partnership Planner  
Public Engagement and Planning Division  
Communications and Public Engagement Branch  
Executive Council  
Government of Newfoundland and Labrador  
E: [kgeorge@gov.nl.ca](mailto:kgeorge@gov.nl.ca)  
T: 709-729-6845  
C: 709-631-8244

**From:** Hollett, Nancy  
**Sent:** Friday, January 26, 2024 8:52 AM  
**To:** Jennifer Tulk  
**Subject:** Re: Teacher Think Tank Links

No access code required.  
Only those with link have access.

On Jan 26, 2024, at 8:36 AM, Jennifer Tulk <jtulk@nlta.ca> wrote:

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Is there an access code?

**From:** Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Sent:** Friday, January 26, 2024 8:27 AM  
**To:** Jennifer Tulk <jtulk@nlta.ca>  
**Subject:** Fwd: Teacher Think Tank Links

**CAUTION:** This email originated from outside the NLTA. Do not click links or open unexpected attachments unless you know the content is safe.

The links are now live!

English: <https://www.engagenl.ca/en/teachers-think-tank>

French: <https://www.engagenl.ca/fr/groupe-reflexion-aupres-du-personnel-enseignant>

KAG

**Kristina George (she/her)**

Regional Partnership Planner

Public Engagement and Planning Division

Communications and Public Engagement Branch  
Executive Council

Government of Newfoundland and Labrador

E: [kgeorge@gov.nl.ca](mailto:kgeorge@gov.nl.ca)

T: 709-729-6845

C: 709-631-8244

**From:** Hollett, Nancy  
**Sent:** Friday, January 26, 2024 12:15 PM  
**To:** George, Kristina (EC-OPE)  
**Cc:** Jennifer Tulk, Mitchelmore, Nina, Noble, Tanya  
**Subject:** Re: Teacher Think Tank Links

Thank you

On Jan 26, 2024, at 11:01 AM, George, Kristina (EC-OPE) <KGeorge@gov.nl.ca> wrote:

All resolved.

**From:** George, Kristina (EC-OPE)  
**Sent:** Friday, January 26, 2024 10:56 AM  
**To:** 'Jennifer Tulk' <jtulk@nlta.ca>; Hollett, Nancy <NancyHollett@gov.nl.ca>; Mitchelmore, Nina <ninamitchelmore@gov.nl.ca>; Noble, Tanya <tanyanoble@gov.nl.ca>  
**Subject:** RE: Teacher Think Tank Links

Hi again,

There appears to be some issues with our website this morning. Jan is working to resolve them.

Kristina

**From:** Jennifer Tulk <jtulk@nlta.ca>  
**Sent:** Friday, January 26, 2024 10:09 AM  
**To:** George, Kristina (EC-OPE) <KGeorge@gov.nl.ca>; Hollett, Nancy <NancyHollett@gov.nl.ca>; Mitchelmore, Nina <ninamitchelmore@gov.nl.ca>; Noble, Tanya <tanyanoble@gov.nl.ca>  
**Subject:** RE: Teacher Think Tank Links

Thanks so much!

We will send our message to members at 10:20am.

**From:** George, Kristina (EC-OPE) <KGeorge@gov.nl.ca>  
**Sent:** Friday, January 26, 2024 10:08 AM  
**To:** Jennifer Tulk <jtulk@nlta.ca>; Hollett, Nancy <NancyHollett@gov.nl.ca>; Mitchelmore, Nina <ninamitchelmore@gov.nl.ca>; Noble, Tanya <tanyanoble@gov.nl.ca>  
**Subject:** RE: Teacher Think Tank Links

**CAUTION:** This email originated from outside the NLTA. Do not click links or open unexpected attachments unless you know the content is safe.

Hello all, dates are changed on both landing pages.  
Apologies, we had a bit of a tech issue going on with the website this morning.  
KAG

**From:** Jennifer Tulk <[jtulk@nlta.ca](mailto:jtulk@nlta.ca)>  
**Sent:** Friday, January 26, 2024 9:11 AM  
**To:** Hollett, Nancy <[NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)>; George, Kristina (EC-OPE) <[KGeorge@gov.nl.ca](mailto:KGeorge@gov.nl.ca)>;  
Mitchelmore, Nina <[ninamitchelmore@gov.nl.ca](mailto:ninamitchelmore@gov.nl.ca)>; Noble, Tanya <[tanyanoble@gov.nl.ca](mailto:tanyanoble@gov.nl.ca)>  
**Subject:** FW: Teacher Think Tank Links

**CAUTION:** This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Thanks for the links! We are ready to push out to members, but the landing page indicates Feb 7 as the deadline to complete the survey. I thought we changed that to February 16 – to give members 3 weeks to participate?

**From:** Hollett, Nancy <[NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)>  
**Sent:** Friday, January 26, 2024 8:27 AM  
**To:** Jennifer Tulk <[jtulk@nlta.ca](mailto:jtulk@nlta.ca)>  
**Subject:** Fwd: Teacher Think Tank Links

**CAUTION:** This email originated from outside the NLTA. Do not click links or open unexpected attachments unless you know the content is safe.

The links are now live!

English: <https://www.engagenl.ca/en/teachers-think-tank>

French: <https://www.engagenl.ca/fr/groupe-reflexion-aupres-du-personnel-enseignant>

KAG

**Kristina George (she/her)**

Regional Partnership Planner

Public Engagement and Planning Division

Communications and Public Engagement Branch  
Executive Council

Government of Newfoundland and Labrador

E: [kgeorge@gov.nl.ca](mailto:kgeorge@gov.nl.ca)

T: 709-729-6845

C: 709-631-8244

**From:** Hollett, Nancy  
**Sent:** Friday, January 26, 2024 3:37 PM  
**To:** Hogan, Joanne  
**Subject:** Re: Think Tank

I think we may need to talk about how we're going to tackle this.  
The survey went out this morning. There are more than 400 responses already.  
Let's connect on Monday.

On Jan 26, 2024, at 3:22 PM, Hogan, Joanne <JHogan@gov.nl.ca> wrote:

A couple of things on the survey:

1. Can you send us a copy of the survey? It is helpful for the research staff to have this in advance of receiving any data.
2. Did the survey go live?
3. Is the Think Tank date still the same? A reminder that the time between the closing of the survey and the Think Tank cannot be reduced from the original schedule if you want the data analyzed and a presentation prepared.

Thanks,  
Joanne

**From:** George, Kristina (EC-OPE)  
**Sent:** Monday, January 29, 2024 9:48 AM  
**To:** Hollett, Nancy, Jennifer Tulk  
**Cc:** Mitchelmore, Nina, Noble, Tanya  
**Subject:** engageNL questionnaire numbers

Good morning,

Updated numbers for Teacher Think Tank questionnaires as of this morning:

English: 851 submissions

French: 2 submissions

Kristina

**Kristina George (she/her)**

Regional Partnership Planner

Public Engagement and Planning Division

Communications and Public Engagement Branch

Executive Council

Government of Newfoundland and Labrador

E: [kgeorge@gov.nl.ca](mailto:kgeorge@gov.nl.ca)

T: 709-729-6845

C: 709-631-8244

**From:** Hollett, Nancy  
**Sent:** Friday, February 2, 2024 12:34 PM  
**To:** Hogan, Joanne  
**Subject:** FW: Teacher Think Tank materials for French Translation  
**Attachments:** Questionnaire.docx

Joanne,

Sorry for the delay in sending this.

Nancy

**Teachers Think Tank – Questionnaire**

**Page 1 - Introduction**

1. Please specify the region of the province you live in:

Labrador

Western

Central

Avalon

2. Please indicate the approximate size of your school, based on student enrolment:

Fewer than 50 students

51-100 students

101-150 students

151-200 students

201-250 students

251-300 students

301-350 students

351-400 students

401-450 students

451-500 students

501-550 students

551-600 students

601-700 students

701-800 students

More than 800 students

**3. How long have you been teaching?**

1 year

1 to 5 years

6 to 10 years

11 to 20 years

More than 20 years

**4. Do you intend to retire within the next two years?**

Yes

No

Unsure

**5. In which grade/level do you teach?**

Kindergarten to Grade 6

Grade 7 to 9

Grade 10 to 12

Kindergarten to Grade12

Other (please specify):

--

6. Which of the following best describes the majority of your teaching [REDACTED]?

s. 29(1)(a)

K-6 classroom teacher \*? box text: *(including music, physical education, etc.)*

7-12 classroom teacher \*? box text *(including music, physical education, etc.)*

Instructional Resource Teacher (IRT)

Guidance Counsellor

Reading Specialist

Teacher Librarian

Educational Psychologist

Speech Language Pathologist

Teaching School Administrator \*? box text *(principal or assistant principal)*

Full Time School Administrator \*? box text *(principal or assistant principal)*

Itinerant Teacher \*? box text *(including DHH, BVI, program itinerants)*

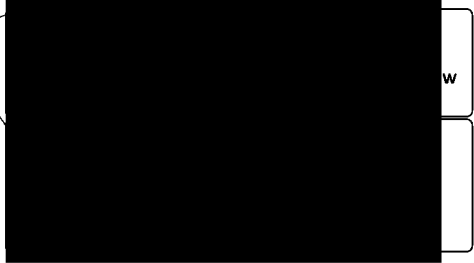
English as an Additional Language Teacher

Teaching and Learning Assistant

Program Specialist

Substitute Teacher

Other (please specify):



7. What is the status of your current (2023-24 school year) position? Choose all options that apply:

Permanent Full-Time Teacher

Permanent Part-Time Teacher

Currently in a Term/Replacement Contract (on leave from permanent position)

Teacher in a Full-Time Term/Replacement Contract

Teacher in a Part-Time Term/Replacement Contract

Substitute Teacher

Other (please specify):

**Page 2 - Work Environment**

**8.** Are the demands of your workplace negatively impacting your mental health and wellness?

Yes

No

Prefer not to say

**9.** Reflecting on your own career, do you identify as having experienced symptoms of burnout? ? box text (*Burnout is a state of emotional, physical, and mental exhaustion caused by excessive and prolonged stress. Burnout in the course of employment can make one feel emotionally drained and unable to function in the context of work and other aspects of life.*)

Yes

No

Prefer not to say

**10.** In the last year would you say that your work environment has:

Improved

Stayed the same

Worsened

Prefer not to say

Unsure

Please explain your answer:

11. Have you experienced any workplace violence since the start of the current (2023-24) school year?

**Yes**

FYI FOR FRENCH SERVICES IF PARTICPANT ANSWERS YES THERE WILL BE A DROP DOWN MENU WITH THE OPTIONS BELOW

- Emotional abuse
- Physical violence
- Threat(s) of physical violence
- Verbal abuse
- Other (please specify

Is your experience with workplace violence the same, less or more than the previous school year?

s. 29(1)(a)

No



12. Are you looking to leave your current position because of working conditions?

Yes, I am looking for a position at a different school/site in Newfoundland and Labrador

Yes, I am looking for a position at a different school/site outside of Newfoundland and Labrador

Yes, I am seriously considering leaving the teaching profession entirely

Yes, I am looking to retire early

No

No, because I am due to retire soon

Other (please specify):

### Page 3 - Concerns and Issues

The purpose of the Teachers Think Tank Event is to develop innovative solutions to help address recruitment and retention challenges facing the public K-12 education system in Newfoundland and Labrador. Please reflect on the opportunities and concerns within your school or workplace and provide any suggestions (no matter how small or large) you may have. The issues identified, opportunities and solutions recommended will be grouped into themes and will help inform and guide discussion at the Teachers Think Tank event.

#### 13. What are your top three concerns at the moment? Please only select up to three concerns.

- Lack of preparation time
  - Please describe your concern with lack of preparation time, and the solutions you would suggest to address this concern:
- Coverage for absent colleagues/lack of substitute teachers
  - Please describe your concern with coverage for absent colleagues/lack of substitute teachers, and the solutions you would suggest to address this concern:
- Lack of adequate resources in school/classroom
  - Please describe your concern with lack of adequate resources in school/classroom, and the solutions you would suggest to address this concern:
- Lack of direction/communication and support from school districts
  - Please describe your concern with lack of direction/communication and support from school districts, and the solutions you would suggest to address this concern:
- Lack of sick leave
  - Please describe your concern with lack of sick leave, and the solutions you would suggest to address this concern:
- Lack of personal leave
  - Please describe your concern with lack of personal leave, and the solutions you would suggest to address this concern:
- Violence/aggression in the workplace
  - Please describe your concern with violence/aggression in the workplace, and the solutions you would suggest to address this concern:
- Lack of access to professional learning opportunities during the workday
  - Please describe your concern with lack of access to professional learning opportunities during the workday, and the solutions you would suggest to address this concern:
- Class size challenges
  - Please describe your concern with class size challenges, and the solutions you would suggest to address this concern:

- Class composition challenges
  - Please describe your concern with class composition challenges, and the solutions you would suggest to address this concern:
- The impact my work is having on my mental health (or physical)
  - Please describe your concern with the impact my work is having on my mental health (or physical), and the solutions you would suggest to address this concern:
- The impact my work is having on my physical health
  - Please describe your concern with the impact my work is having on my physical health, and the solutions you would suggest to address this concern:
- Salary
  - Please describe your concern with salary, and the solutions you would suggest to address this concern:
- Social media abuse/harassment from parents/students
  - Please describe your concern with social media abuse/harassment from parents/students, and the solutions you would suggest to address this concern:
- Regular/frequent re-deployment to cover certain tasks due to lack of student assistants
  - Please describe your concern with regular/frequent re-deployment to cover certain tasks due to lack of student assistants, and the solutions you would suggest to address this concern:
- Compassion fatigue \*? box text: *Compassion fatigue is a term that describes the physical, emotional, and psychological impact of helping others — often through experiences of stress or trauma. Compassion fatigue can lead to burnout, which is a cumulative sense of fatigue or dissatisfaction.*
  - Please describe your concern with compassion fatigue, and the solutions you would suggest to address this concern:
- Unmanageable workload/caseload
  - Please describe your concern with unmanageable workload/caseload, and the solutions you would suggest to address this concern:
- Lack of affordable and appropriate housing options
  - Please describe your concern with lack of affordable and appropriate housing options, and the solutions you would suggest to address this concern:
- High cost of travel to access essential services, including health care
  - Please describe your concern with the high cost of travel to access essential services, including health care, and the solutions you would suggest to address this concern:
- Other
  - Please describe your other concern and suggest solutions to address it:

**14. What are the top three issues you think should be prioritized to improve recruitment and retention of teachers in Newfoundland and Labrador? Please only select up to three issues.**

- Increased and competitive salaries and benefits for all teachers
  - Please explain why increased and competitive salaries and benefits for all teachers should be prioritized, and how the issue can be addressed:
- Improvements to hiring practices
  - Please explain why improvements to hiring practices should be prioritized, and how the issue can be addressed:
- Hiring incentives for rural and remote areas
  - Please explain why hiring incentives for rural and remote areas should be prioritized, and how the issue can be addressed:
- Provide incentives to retain existing permanent teachers
  - Please explain why providing incentives to retain existing permanent teachers should be prioritized, and how the issue can be addressed:
- Improved housing and travel supports
  - Please explain why improved housing and travel supports should be prioritized, and how the issue can be addressed:
- Improved workload conditions
  - Please explain why improved workload conditions should be prioritized, and how the issue can be addressed:
- Improved working conditions
  - Please explain why improved working conditions should be prioritized, and how the issue can be addressed:
- Increased access to paid leave (including sick leave)
  - Please explain why increased access to paid leave (including sick leave) should be prioritized, and how the issue can be addressed:
- Increased access to meaningful professional learning
  - Please explain why increased access to meaningful professional learning should be prioritized, and how the issue can be addressed:
- Safe working conditions and supports for teachers
  - Please explain why safe working conditions and supports for teachers should be prioritized, and how the issue can be addressed:
- Appropriate and enforceable class size limits
  - Please explain why appropriate and enforceable class size limits should be prioritized, and how the issue can be addressed:
- Appropriate and enforceable class composition parameters
  - Please explain why appropriate and enforceable class composition parameters should be prioritized, and how the issue can be addressed:
- Improved access to well-being and mental health supports
  - Please explain why improved access to well-being and mental health supports should be prioritized, and how the issue can be addressed:
- Improved on-boarding and supports for beginning teachers

- Please explain why improved on-boarding and supports for beginning teachers should be prioritized, and how the issue can be addressed:
- Other
  - Please describe your other issue and suggest solutions to address it:

**15. Please identify up to three aspects of your work environment that are positive and you feel contribute to the retention of teachers.**

Your first aspect of your work environment that is positive and you feel contribute to retention of teachers...

Your second aspect of your work environment that is positive and you feel contribute to retention of teachers...

Your third aspect of your work environment that is positive and you feel contribute to retention of teachers...

**Page 4 Conclusion**

**16.** Please briefly describe something that makes you proud to be a teacher or something that you enjoy about being a teacher.

**17.** Please provide any additional comments below.

**Previous**

**Submit**

**Message after they submit:** Thank you for participating in and providing feedback for the Teachers Think Tank online questionnaire. Click the button below to return to the Home Page.

**From:** Hollett, Nancy  
**Sent:** Monday, February 5, 2024 4:56 PM  
**To:** Andrew Hickey (HQ)  
**Subject:** RE: [Potential Junk/Spam] Re: TTT Guest List Update

See below.

**From:** Andrew Hickey (HQ) <andrewhickey@nlschools.ca>  
**Sent:** Monday, February 5, 2024 2:59 PM  
**To:** Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Subject:** [Potential Junk/Spam] Re: TTT Guest List Update

**CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.**

Tracy and Terry are recommending the following as EDU representatives at the Think Tank.

Can you let me know if you have any concerns or if anyone is missing that you think should be there. Leanne will still be the support person for any work that is done post February 23. Which Leanne are you referencing? What support work? Leanne Wells will support the work of any committee that is struck post Think Tank. Although it can be someone else, if you prefer. That decision doesn't have to be made now.

Are the DOs still going to moderate the breakout rooms? Yes, they are. Both really liked that idea.

Krista Lynn Howell, Minister  
Tracy King, Deputy Minister  
Greg O'Leary, Deputy Minister Education Transformation  
Scott Linehan, ADM  
Robin Hayes, ADM  
Terry Hall, ADM

Mike Tobin, SMO School Systems  
Andrew Hickey, SMO Human Resources  
Leanne Wells, Director of HR  
Kelly Ann Kinden, Director of HR  
Alicia Sainsbury, Director of HR  
Dan O'Brien, Recruiting Manager  
Niki O'Brien MacDonald, SMO Programs  
Denise Coady, SMO Student Services  
Joanne Hogan, Director of Research and Evaluation  
Sharon Whalen, Director of Curriculum

Nancy Hollett, Director of Communications  
Angela Picco, Director of Communications

On Mon, Feb 5, 2024 at 2:23 PM Hollett, Nancy <[NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)> wrote:

Hi

Tracy and Terry are recommending the following as EDU representatives at the Think Tank.

Can you let me know if you have any concerns or if anyone is missing that you think should be there. Leanne will still be the support person for any work that is done post February 23.

Krista Lynn Howell, Minister  
Tracy King, Deputy Minister  
Greg O'Leary, Deputy Minister Education Transformation  
Scott Linehan, ADM  
Robin Hayes, ADM  
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Mike Tobin, SMO School Systems  
Andrew Hickey, SMO Human Resources  
Leanne Wells, Director of HR  
Kelly Ann Kinden, Director of HR  
Alicia Sainsbury, Director of HR  
Dan O'Brien, Recruiting Manager  
Niki O'Brien MacDonald, SMO Programs  
Denise Coady, SMO Student Services  
Joanne Hogan, Director of Research and Evaluation  
Sharon Whalen, Director of Curriculum  
Nancy Hollett, Director of Communications  
Angela Picco, Director of Communications

**Nancy Hollett**

Director of Communications - Integration

Department of Education

Government of Newfoundland and Labrador

Office: 709-729-0048 | Cell: 709-327-7878

E-Mail: [NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)

3<sup>rd</sup> Floor, West Block

Confederation Building

P.O. Box 8700

St. John's, NL A1B 4J6

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--

[andrewhickey@nlschools.ca](mailto:andrewhickey@nlschools.ca)

=====  
Confidentiality Warning: This message and any attachments are intended for the sole use of the intended recipient(s), and may contain privileged and/or confidential information. If you are not an intended recipient, any review, retransmission, conversion to hard copy, copying, circulation or other use of this message and any attachments is strictly prohibited. If you received this email in error, please delete the message and attachments immediately and notify the sender by return email. Thank you!

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**From:** George, Kristina (EC-OPE)  
**Sent:** Wednesday, February 7, 2024 10:43 AM  
**To:** Jennifer Tulk, Mitchelmore, Nina, Noble, Tanya  
**Cc:** Hollett, Nancy  
**Subject:** RE: Questionnaire

Hi Jennifer,

We suggest that you provide the engageNL email address – [engageNL@gov.nl.ca](mailto:engageNL@gov.nl.ca)  
Then we can add their comments to our data.

Numbers today:  
English version: 1307 submissions  
French version: 4 submissions

Kristina

**From:** Jennifer Tulk <[jtulk@nlta.ca](mailto:jtulk@nlta.ca)>  
**Sent:** Wednesday, February 7, 2024 9:51 AM  
**To:** George, Kristina (EC-OPE) <[KGeorge@gov.nl.ca](mailto:KGeorge@gov.nl.ca)>; Mitchelmore, Nina <[ninamitchelmore@gov.nl.ca](mailto:ninamitchelmore@gov.nl.ca)>; Noble, Tanya <[tanyanoble@gov.nl.ca](mailto:tanyanoble@gov.nl.ca)>  
**Cc:** Hollett, Nancy <[NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)>  
**Subject:** Questionnaire

**CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.**

Good Morning,

I have an email from a member who completed the questionnaire, but is asking if they can add a comment. Looking for advice...I'm assuming there isn't a way to open up this members original survey to add that comment? Should I ask them to submit another questionnaire with just the additional comment or provide the Think Tank email?

(What's our number today? 😊 )

Thanks,  
Jenn

**Jennifer Tulk (she/her)** | Communications Officer  
Newfoundland and Labrador Teachers' Association  
Tel: 709-726-3223, 1-800-563-3599 ext 228  
Cell: 709-682-3751  
[jtulk@nlta.nl.ca](mailto:jtulk@nlta.nl.ca)  
[www.nlta.nl.ca](http://www.nlta.nl.ca)

**From:** Hollett, Nancy  
**Sent:** Wednesday, February 7, 2024 2:48 PM  
**To:** Jennifer Tulk  
**Subject:** TTT Participant List February 6, 2024.xlsx  
**Attachments:** TTT Participant List February 6, 2024.xlsx

Hi Jennifer

Please see the updated list.  
Let me know if you have any questions.

We will leave it to the NLTA to identify the education students you'd like to have attend.

Thanks.

Nancy

**THINK TANK**  
**NLTA/Government of NL**

<b>Organization</b>	<b>Participant</b>
<b>Newfoundland and Labrador</b>	
1 <b>Teachers' Association</b>	Trent Langdon, President
2	Stefanie Tuff, Executive Director
3	Ian Crewe, Assistant Executive Director
4	Jennifer Tulk, Communications Officer
5	Darlene Johnson, Administrative Officer
6	Dale Lambe, Vice President
7	Angela Dawe, Table Officer
8	Colin Short, Table Officer
9	Hollis Cull, Provincial Executive
10	Darryl George, Provincial Executive
11	Lynette Snook, Provincial Executive
12	Tracey Payne, Provincial Executive
13	Sheldon Slaney, Provincial Executive
14	Russell Stockley, Provincial Executive
15	Della Way, Provincial Executive
16	Sean Weir, Provincial Executive
17	Stephanie Drover-Edmunds, Council of Special Services Special Interest Council
18	Kelly Cribb, DHH/BVI Special Interest Council
19	Alison Edwards, English Language Arts, Special Interest Council
20	Trevor Taylor, Gender and Sexual Diversity, Special Interest Council
21	Angela Norman, Health Education, Special Interest Council
22	Yvonne Dawe, Math-Science Special Interest Council
23	Michelle Macey, Music Educators' Special Interest Council
24	Holly Healy, NLCPA Special Interest Council
25	Neil Baker, Physical Education Special Interest Council
26	Peggy Hann, Psychologists in Education, Special Interest Council
27	Darryl Murphy, Psychologists in Education, Special Interest Council
28	Nancy Healey, School Administrators' Special Interest Council

29 Sherry Potter, Second Language Special Interest Council  
30 Chad Horne, Small Schools Special Interest Council  
31 Jill Kennedy, Social Studies Special Interest Council  
32 Sandy Crowley, SLP Special Interest Council  
33 Leigh Borden, Teacher Librarians Special Interest Council  
34 Alexander Taylor, Technology in Education Special Interest Council  
35 Lived Experience Panel NLTA Member  
36 Lived Experience Panel NLTA Member  
37 Lived Experience Panel NLTA Member  
38 Lived Experience Panel NLTA Member  
39 Lived Experience Panel NLTA Member  
40 Lived Experience Panel NLTA Member  
41 Lived Experience Panel NLTA Member  
42 **EDU** Krista Lynn Howell, Minister  
43 Tracy King, Deputy Minister  
44 Greg O'Leary, Deputy Minister Education Transformation  
45 Scott Linehan, ADM  
46 Robin Hayes, ADM  
47 Terry Hall, ADM  
48 Mike Tobin, SMO School Systems  
49 Andrew Hickey, SMO Human Resources  
50 Leanne Wells, Director of HR  
51 Kelly Ann Kinden, Director of HR  
52 Alicia Sainsbury, Director of HR  
53 Dan O'Brien, Recruiting Manager  
54 Niki O'Brien MacDonald, SMO Programs  
55 Denise Coady, SMO Student Services  
56 Joanne Hogan, Director of Research and Evaluation  
57 Sharon Whalen, Director of Curriculum  
58 Nancy Hollett, Director of Communications  
59 Angela Picco, Director of Communications  
60 **CSFP** Selena Mell, Directrice General  
61 Peter Smith, Deputy Director General  
62 Patricia Greene, Director of Education Services

63 **MUN**

Dr. Pamela Osmond-Johnson, Dean

64

Dr. David Gill, Associate Dean

65

Darrin Pike, Coordinator, Field Services

66 **Student Reps**

K-6 Class Rep

67 **Keynote**

Heidi Yetman, President, Canadian Teachers' Federation

68 **Education Accord**

Dr. Karen Goodnough, Co-Chair

69

Dr. Anne Burke, Co-Chair

70

Katrina Moores, Senior Advisor

**Email**

[tlangdon@nlta.ca](mailto:tlangdon@nlta.ca)

[stuff@nlta.ca](mailto:stuff@nlta.ca)

[icrewe@nlta.ca](mailto:icrewe@nlta.ca)

[jtulk@nlta.ca](mailto:jtulk@nlta.ca)

[djohnson@nlta.ca](mailto:djohnson@nlta.ca)

[dlambe@nlta.ca](mailto:dlambe@nlta.ca)

[adawe@nlta.ca](mailto:adawe@nlta.ca)

[cshort@nlta.ca](mailto:cshort@nlta.ca)

[hcull@nlta.ca](mailto:hcull@nlta.ca)

[dgeorge@nlta.ca](mailto:dgeorge@nlta.ca)

[lsnook@nlta.ca](mailto:lsnook@nlta.ca)

[tpayne@nlta.ca](mailto:tpayne@nlta.ca)

[sslaney@nlta.ca](mailto:sslaney@nlta.ca)

[rstockley@nlta.ca](mailto:rstockley@nlta.ca)

[dway@nlta.ca](mailto:dway@nlta.ca)

[sweir@nlta.ca](mailto:sweir@nlta.ca)

[coss@mynlta.ca](mailto:coss@mynlta.ca)

[DHHBVlexecutive@gmail.com](mailto:DHHBVlexecutive@gmail.com)

[alisonedwards@nlschools.ca](mailto:alisonedwards@nlschools.ca)

[trevortaylor@nlschools.ca](mailto:trevortaylor@nlschools.ca)

[angelanorman@nlschools.ca](mailto:angelanorman@nlschools.ca)

[yvonedawe@nlschools.ca](mailto:yvonedawe@nlschools.ca)

[michellemacey@nlschools.ca](mailto:michellemacey@nlschools.ca)

[hollyhealey@nlschools.ca](mailto:hollyhealey@nlschools.ca)

[neilbaker@nlschools.ca](mailto:neilbaker@nlschools.ca)

[peggyhann@nlschools.ca](mailto:peggyhann@nlschools.ca)

[darrylmurphy@nlschools.ca](mailto:darrylmurphy@nlschools.ca)

[nancyhealey@nlschools.ca](mailto:nancyhealey@nlschools.ca)

[sherrypotter@nlschools.ca](mailto:sherrypotter@nlschools.ca)

[chadhorne@nlschools.ca](mailto:chadhorne@nlschools.ca)

[jillkennedy@nlschools.ca](mailto:jillkennedy@nlschools.ca)

[sandycrowley@nlschools.ca](mailto:sandycrowley@nlschools.ca)

[leighborden@nlschools.ca](mailto:leighborden@nlschools.ca)

[alexandertaylor@nlschools.ca](mailto:alexandertaylor@nlschools.ca)

**From:** King, Tracy  
**Sent:** Wednesday, February 7, 2024 4:34 PM  
**To:** Hollett, Nancy  
**Subject:** RE: TTT Invitation Language

This is fine. I think you need to include the time zone as some of these folks will be on Labrador time.

**From:** Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Sent:** Wednesday, February 7, 2024 3:37 PM  
**To:** King, Tracy <tracyking@gov.nl.ca>  
**Subject:** TTT Invitation Language

Hi

Are you OK with this text for the TTT invitation?

### You're Invited

The Honourable Andrew Furey, Premier of Newfoundland and Labrador, the Honourable Krista Lynn Howell, Minister of Education, and Trent Langdon, President of the Newfoundland and Labrador Teachers' Association invite you to participate in a virtual Teacher Think Tank. The Teachers Think Tank is an opportunity to come together with colleagues to discuss issues and opportunities, and to help find solutions to address the recruitment and retention concerns and challenges facing teachers in the province.

Date: Friday, February 23, 2024

Time: 8:30 a.m. – 3:00 p.m.

Location: Webex (link will be supplied to those attending prior to the event)

Please RSVP to [teachersthinktank@gov.nl.ca](mailto:teachersthinktank@gov.nl.ca) on or before Wednesday, February 21 to state your intention to participate.

**Nancy Hollett**  
Director of Communications - Integration  
Department of Education  
Government of Newfoundland and Labrador

Office: 709-729-0048 | Cell: 709-327-7878  
E-Mail: [NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)

3<sup>rd</sup> Floor, West Block  
Confederation Building  
P.O. Box 8700  
St. John's, NL A1B 4J6

**From:** Hollett, Nancy  
**Sent:** Wednesday, February 7, 2024 4:53 PM  
**To:** Picco, Angela  
**Subject:** RE: Teachers Think Tank Invitation Language

Really appreciate your help.

N

**From:** Picco, Angela <angelapicco@gov.nl.ca>  
**Sent:** Wednesday, February 7, 2024 4:52 PM  
**To:** Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Subject:** RE: Teachers Think Tank Invitation Language

Thanks Nancy. I've sent this request to marketing. Have asked for the invite by Friday at noon. Will send along when I receive it.

Thanks,  
Angela

**Angela Picco (*shelherhers*)**  
Director of Communications  
Department of Education  
Government of Newfoundland and Labrador  
Office: (709) 729-3879  
Cell: (709) 687-4753  
[angelapicco@gov.nl.ca](mailto:angelapicco@gov.nl.ca)



**From:** Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Sent:** Wednesday, February 7, 2024 4:45 PM  
**To:** Picco, Angela <angelapicco@gov.nl.ca>  
**Subject:** Teachers Think Tank Invitation Language

Hi Angela

Below is the text for the Think Thank invitation.

I know it's short notice, but we'd hoped to send them out Friday afternoon, if that's workable. If not, would Monday be possible?

Thanks

You're Invited

The Honourable Andrew Furey, Premier of Newfoundland and Labrador, the Honourable Krista Lynn Howell, Minister of Education, and Trent Langdon, President of the Newfoundland and Labrador Teachers' Association invite you to participate in a virtual Teacher Think Tank.

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Location: Webex (link will be supplied to those attending prior to the event)

Please RSVP to [teachersthinktank@gov.nl.ca](mailto:teachersthinktank@gov.nl.ca) on or before Wednesday, February 21 to state your intention to participate.

**From:** Mitchelmore, Nina  
**Sent:** Thursday, February 8, 2024 9:39 AM  
**To:** Hollett, Nancy, Jennifer Tulk  
**Cc:** Noble, Tanya, George, Kristina (EC-OPE)  
**Subject:** Think Tank Design  
**Attachments:** Detailed Design -Teacher Think Tank DRAFT no tech.docx

Hi Nancy and Jennifer,

Here is the design for discussion this morning. Chat soon.

**Nina Mitchelmore**

Engagement Planner, Public Engagement & Planning Division

**Executive Council, Communications and Public Engagement Branch**

Government of Newfoundland and Labrador

709 457-7699 | [ninamitchelmore@gov.nl.ca](mailto:ninamitchelmore@gov.nl.ca)



TECH in Blue

**Teacher Think Tank  
Virtual Platform – WebEx  
February 23, 2024**

**Detail Design**

---

**8:00 Public Engagement and Planning (PEP) staff log on to begin room setups and trouble shooting**

**8:15 Departmental staff and then participants begin logging on – PEP**

**8:25 Technology Highlights – PEP lead facilitator [REDACTED] – (5 min)**

- The session will begin shortly.
  - If you experience technical difficulty throughout the session, please type in the chat box and PEP staff will reach out to you privately to help troubleshoot.

**8:30 Opening Remarks – PEP lead facilitator (20 min)**

- Good day everyone and welcome to our Virtual Think Tank on Teaching in NL. My name is [REDACTED] with the Public Engagement and Planning Division and I'll be your facilitator for our virtual session today.
- My goal is to help ensure that we get through the agenda on time and that everyone gets to participate in some great discussion. Just a couple of highlights before we start:
  - There is an icon at the bottom left corner that turns on closed captioning option if you'd like to use it.
  - We ask that you keep your microphone muted when not speaking to reduce background noise and feedback.
  - I'll provide additional details throughout the session.
- Now I will call on the Premier to start our session [REDACTED] (5min)
- Department of Education opening remarks (5 min)
  - I would now like to introduce the [REDACTED] to bring some opening remarks.
  - Minister [REDACTED] will introduce [REDACTED] for remarks.
- NLTA opening remarks (5 min)
  - Next, I would like to introduce [REDACTED] President of the Newfoundland and Labrador Teachers Union.
- PEP Lead Facilitator thanks Minister and [REDACTED]
  - Thank-you for your remarks.

**8:50 Housekeeping - PEP lead facilitator [REDACTED] – (5 min)**

- Just some quick housekeeping items before we get started:
  - There is an icon at the bottom left corner that turns on closed captioning option if you'd like to use it.
  - We ask that you keep your microphone muted when not speaking to reduce background noise and feedback. Should you forget, we have the capability to do it for you. You can unmute at any time when you wish to speak during the

## TECH in Blue

discussions when we move you to your breakout rooms, by clicking on the microphone icon on the bottom left of your screen.

- I will also draw your attention to the raise hand icon at the bottom right of your screen. (this could also show as “more options” - If you have a question or a point of clarification is needed while in your discussion groups throughout the day, please use this raise hand icon. You can also raise your hand by hovering your cursor over your name in the participant list on the right.
- Over the course of the session, we will be moving you to virtual small group discussions where everyone will have the opportunity to participate.
- If you are comfortable, we ask that you turn on your video, especially when speaking, to help other participants identify who is speaking. To stop or start your video, simply use the button on the bottom of your screen.
- You will see a button on the bottom right corner of your screen, labeled Chat. If you select that one, it will open a window that will allow you to view or participate in a group chat, visible to everyone in the virtual room. All comments from the virtual Chat will be provided to the department following today's session.
- You can also select any individual participant from the drop down menu, to engage in a private chat.
- Please use the chat feature at any point throughout the session if you have questions or technical issues and we will do our best to address your questions and assist with any technical issues.
- If you lose connection at any time during the meeting, simply rejoin using the link provided in your invitation. When your connection returns you will be granted access to the room.
- I would now like to draw your attention to the Privacy Policy. (SHOW SLIDE)
  - Please keep in mind that this is a public event. While we will take steps to ensure individuals are not identified in government documents, we cannot control what other participants may say outside this room.
  - Your views are being collected under the authority of section 61(c) of the Access to Information and Protection of Privacy Act, 2015.
  - If you have any questions about how this information will be collected, used and disclosed, please contact [REDACTED] via email at [REDACTED]
  - Please note that to respect the privacy of participants for these sessions, participants are not permitted to screenshot or record any part of the meeting.
  - Finally, I'd like to make note of the contact information at the bottom of your screen for EAP [REDACTED]. We realize that some of the topics and conversations we'll be participating in today may be difficult and challenging for some. So if at any time you need a break please feel free to do so and if you feel you need someone to talk to we have people available with [REDACTED] to talk to you.

**8:55 Session Overview – PEP lead facilitator [REDACTED] – (5 min)**

- Agenda Overview (including questions that will be discussed)
  - Over the course of this session we'll be hearing from two lived experience panels, we'll get a presentation on the results of the recent Think Tank

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questionnaire, we'll then be moving into discussion groups to let you tell us the challenges you are seeing and experiencing in your work with regards to recruitment and retention and we'll also hear from NL Schools and CSFP with updates on current recruitment and retention initiatives they are working on.

- We also have a keynote speaker during lunch from the Canadian Teachers Federation
- The agenda would have also been provided to you along with the link to this session

**9:00 Lived Experience Panel (30 min)**

- So let's jump right into the first item on our agenda and get started with our lived experience panel. Today we have 4 panelists to provide us with some perspectives from their daily work lives.
  - [REDACTED] (7 min)
  - [REDACTED] (7 min)
  - [REDACTED] (7 min)
  - [REDACTED] (7 min)

**9:30 Presentation - An Overview of Research Findings from Think Tank Survey (20 min)**

- As most of you know, and probably participated in, there was a questionnaire hosted on engageNL a couple of weeks ago in preparation for the session today. I would now like to ask [REDACTED] from [REDACTED] to provide us with an overview of the results.
  - Questionnaire results presentation (15 min)

**9:50 BREAK (10 min)**

- We'll now take a 10 break to stretch your legs and refresh your coffee. We will start again at 9:52 sharp with our 1<sup>st</sup> Discussion Cycle.

**10:00 Transition to Breakout Discussions – PEP Lead Facilitator (5 min)**

- We will now move to the virtual breakout room discussions. But before we do that, I wanted to go over some quick rules of engagement first.
  - Please mute your mic when not speaking to reduce background noise and feedback.
  - Be respectful of time when providing feedback to give everyone a chance to contribute.
  - Be respectful of differing opinions.
  - Don't interrupt other people when they're speaking (or attempt to speak over them).
  - Turn off all notifications and make sure your cell phone is on silent.
  - Try to make sure you are in a quiet area free from unnecessary distractions.
- Each room will have a facilitator and note taker who will guide the discussion and keep on track with time. During the discussion, notes will be taken and themed. This

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will be reported back at the end of the session. [REDACTED] will visit the breakout rooms throughout the session.

- In your discussion (approximately 30 min) you will identify and discuss [REDACTED]
- Once the 30 minutes have run out for discussion you will get a notification letting you know it is time to move to the next agenda item. When just one minute left in the discussion time before moving back to the main plenary room there will be a 60 second timer. Once that timer is up everyone will automatically be moved so hopefully no one gets cut off their conversation.
- If you run out of time, jot down your [REDACTED]...
- I will now ask [REDACTED] to put everyone in a break-out room for your discussions.

NOTE: Participants are placed in pre-determined break out rooms of approximately 8 participants. A facilitator and note taker will be in each individual room to guide discussions and to ensure equal opportunity for participants to raise their concerns.

#### **10:05 Break-out Room Discussion 1 – Break-out Facilitators & Note Takers (30 min)**

- Note Takers enter comments into a google form (theme team compiles highlights for report back when returned to main group).
- Breakout room Facilitator sets up discussion cycles. (1 min)
  - Introduce self and Note Taker.

#### **10:05 Discussion Cycle 1: [REDACTED] (30 min)**

- Table facilitators ask participants to take a minute to write down their thoughts on the challenges presented on recruitment and retention. (1 min)

**Q1:** (30 min)

##### **Probing questions:**

- Share and discuss, and enter in worksheet/google doc.
  - Do 1 'go-round' to get each participant to share their top issue or challenge;
  - For the first go around ask the individual to introduce themselves (state their name)
  - Aim to identify the obstacles that need be overcome

NOTE: Any content questions or clarification, you can ask for help by clicking the button with three dots at the bottom of your screen which will notify [REDACTED] that you need help. If this does not work you can contact her using the WebEx Chat function.

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**10:35 Presentation – NLSchools and CSFP provide updates on current recruitment and retention initiatives. (20 min)**

- Welcome back from your discussion, next we will hear from NLSchools and CSFP on their current recruitment and retention activities for the teaching profession.
  - NI Schools – [REDACTED] (10 min)
  - CSFP – [REDACTED] (10 min)

**10:55 BREAK (10 min)**

- We'll now take a 10 break to stretch your legs and refresh your coffee. We will start again at 11:05 sharp with a report back from our 1<sup>st</sup> Discussion Cycle.

**11:05 Report Back from Breakout Rooms (5 min)**

- Lead facilitator reinforces that all ideas have been collected from the discussions.
  - Lead Facilitator reports highlights collected from:
    - Discussion Cycle 1

**11:10 Break-out Room Discussion 2 – Break-out Facilitators & Note Takers (30 min)**

- Note Takers enter comments into a google form (theme team compiles highlights for report back when returned to main group).
- Breakout room Facilitator sets up discussion cycles. (1 min)
  - Introduce self and Note Taker.

**11:10 Discussion Cycle 2: [REDACTED] (30 min)**

- Table facilitators ask participants to take a minute to write down their thoughts on the challenges presented on recruitment and retention. (1 min)

**Q2: (30 min)**

**Probing questions:**

- Share and discuss, and enter in worksheet/google doc.
  - Do 1 'go-round' to get each participant to share their top issue or challenge;
  - For the first go around ask the individual to introduce themselves (state their name)
  - Aim to identify the obstacles that need be overcome

NOTE: Any content questions or clarification, you can ask for help by clicking the button with three dots at the bottom of your screen which will notify [REDACTED] that you need help. If this does not work you can contact her using the WebEx Chat function.

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**11:40 Lunch**

- We'll now take a 30 min lunch break. We will start again at 12:10 sharp with a keynote speaker.

**12:10 Presentation - Heidi Yetman, President, Canadian Teachers Federation (30 min)**

**12:40 Report Back from Breakout Rooms (5 min)**

- Lead facilitator reinforces that all ideas have been collected from the discussions.
  - Lead Facilitator reports highlights collected from:
    - Discussion Cycle 2

**12:45 Lived Experience Panel (30 min)**

- Let's get back into the session with our lived experience panel. Today we have 3 panelists to provide us with some perspectives from their daily work lives.
  - [REDACTED]
  - [REDACTED]
  - [REDACTED]

**1:15 Break-out Room Discussion 3 – Break-out Facilitators & Note Takers (30 min)**

- Note Takers enter comments into a google form (theme team compiles highlights for report back when returned to main group).
- Breakout room Facilitator sets up discussion cycles. (1 min)
  - Introduce self and Note Taker.

**1:15 Discussion Cycle 3: [REDACTED] (30 min)**

- Table facilitators ask participants to take a minute to write down their thoughts on the challenges presented on recruitment and retention. (1 min)

**Q3:** (30 min)

**Probing questions:**

- Share and discuss, and enter in worksheet/google doc.
  - Do 1 'go-round' to get each participant to share their top issue or challenge;
  - For the first go around ask the individual to introduce themselves (state their name)
  - Aim to identify the obstacles that need be overcome

TECH in Blue

NOTE: Any content questions or clarification, you can ask for help by clicking the button with three dots at the bottom of your screen which with notify [REDACTED] that you need help. If this does not work you can contact her using the WebEx Chat function.

**1:45 BREAK (10 min)**

- We'll now take a 10 break to stretch your legs and refresh your coffee. We will start again at 1:55 sharp with a report back from our 3<sup>rd</sup> Discussion Cycle.

**1:55 Report Back from Breakout Rooms (5 min)**

- Lead facilitator reinforces that all ideas have been collected from the discussions.
  - Lead Facilitator reports highlights collected from:
    - Discussion Cycle 3

**2:00 Break-out Room Discussion 4 – Break-out Facilitators & Note Takers (30 min)**

- Note Takers enter comments into a google form (theme team compiles highlights for report back when returned to main group).
- Breakout room Facilitator sets up discussion cycles. (1 min)
  - Introduce self and Note Taker.

**2:00 Discussion Cycle 4: [REDACTED] (30 min)**

- Table facilitators ask participants to take a minute to write down their thoughts on the challenges presented on recruitment and retention. (1 min)

**Q4:** (30 min)

**Probing questions:**

- Share and discuss, and enter in worksheet/google doc.
  - Do 1 'go-round' to get each participant to share their top issue or challenge;
  - For the first go around ask the individual to introduce themselves (state their name)
  - Aim to identify the obstacles that need be overcome

NOTE: Any content questions or clarification, you can ask for help by clicking the button with three dots at the bottom of your screen which with notify [REDACTED] that you need help. If this does not work you can contact her using the WebEx Chat function.

**2:45 Report Back from Breakout Rooms (5 min)**

- Lead facilitator reinforces that all ideas have been collected from the discussions.
  - Lead Facilitator reports highlights collected from:
    - Discussion Cycle 4

TECH in Blue

**2:50 Closing Remarks – (NLTA & Gov NL – possibly DM of Education) (5 min)**

- Invite [REDACTED]
  - I would now like to ask [REDACTED] to bring some closing remarks to conclude our Virtual Think Tank.
- Thank you [REDACTED] And that concludes our session for today folks. Enjoy the rest of your day everyone.

**2:55 Session concludes**

**From:** Jennifer Tulk <jtulk@nlta.ca>  
**Sent:** Friday, February 9, 2024 12:34 PM  
**To:** Hollett, Nancy  
**Subject:** RE: 24069 - Virtual Teacher Think Tank Invitation  
**Attachments:** TTT Participant List February 8 2024.xlsx

Hi Nancy,

Please find attached the updated participant list.

Let me know if you need anything else on this from me.

Thanks,  
Jenn

**From:** Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Sent:** Thursday, February 8, 2024 3:47 PM  
**To:** Jennifer Tulk <jtulk@nlta.ca>  
**Subject:** Re: 24069 - Virtual Teacher Think Tank Invitation

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Are you able to send add the lives experience panel emails to the spreadsheet and send it back?

N

On Feb 8, 2024, at 2:07 PM, Jennifer Tulk <jtulk@nlta.ca> wrote:

Invite is all good from our perspective!

**From:** Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Sent:** Thursday, February 8, 2024 11:46 AM  
**To:** Jennifer Tulk <jtulk@nlta.ca>  
**Subject:** RE: 24069 - Virtual Teacher Think Tank Invitation

**CAUTION:** This email originated from outside the NLTA. Do not click links or open unexpected attachments unless you know the content is safe.

No problem at all.

**From:** Jennifer Tulk <jtulk@nlta.ca>  
**Sent:** Thursday, February 8, 2024 11:44 AM  
**To:** Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Subject:** RE: 24069 - Virtual Teacher Think Tank Invitation

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Looks good to me. I'll run by Trent and Stefanie and get back to you.

Can I request sending tomorrow? I wanted to send a pre-invite message to our SICs so they know that only one person from their group is invited to attend!

**From:** Hollett, Nancy <[NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)>  
**Sent:** Thursday, February 8, 2024 11:42 AM  
**To:** Jennifer Tulk <[jtulk@nlta.ca](mailto:jtulk@nlta.ca)>  
**Subject:** FW: 24069 - Virtual Teacher Think Tank Invitation

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This OK with you?

I will send either this afternoon or tomorrow morning, depending on when I get all the approvals.

Nancy

**THINK TANK**  
**NLTA/Government of NL**

<b>Organization</b>	<b>Participant</b>
<b>Newfoundland and Labrador</b>	
1 <b>Teachers' Association</b>	Trent Langdon, President
2	Stefanie Tuff, Executive Director
3	Ian Crewe, Assistant Executive Director
4	Jennifer Tulk, Communications Officer
5	Darlene Johnson, Administrative Officer
6	Dale Lambe, Vice President
7	Angela Dawe, Table Officer
8	Colin Short, Table Officer
9	Hollis Cull, Provincial Executive
10	Darryl George, Provincial Executive
11	Lynette Snook, Provincial Executive
12	Tracey Payne, Provincial Executive
13	Sheldon Slaney, Provincial Executive
14	Russell Stockley, Provincial Executive
15	Della Way, Provincial Executive
16	Sean Weir, Provincial Executive
17	Stephanie Drover-Edmunds, Council of Special Services Special Interest Council
18	Kelly Cribb, DHH/BVI Special Interest Council
19	Alison Edwards, English Language Arts, Special Interest Council
20	Trevor Taylor, Gender and Sexual Diversity, Special Interest Council
21	Angela Norman, Health Education, Special Interest Council
22	Yvonne Dawe, Math-Science Special Interest Council
23	Michelle Macey, Music Educators' Special Interest Council
24	Holly Healy, NLCPA Special Interest Council
25	Neil Baker, Physical Education Special Interest Council
26	Peggy Hann, Psychologists in Education, Special Interest Council
27	Darryl Murphy, Psychologists in Education, Special Interest Council
28	Nancy Healey, School Administrators' Special Interest Council

29 Sherry Potter, Second Language Special Interest Council  
30 Chad Horne, Small Schools Special Interest Council  
31 Jill Kennedy, Social Studies Special Interest Council  
32 Sandy Crowley, SLP Special Interest Council  
33 Leigh Borden, Teacher Librarians Special Interest Council  
34 Alexander Taylor, Technology in Education Special Interest Council  
35 Krista Goulding, Lived Experience Panel NLTA Member  
36 Marie-Chantal Hurley, Lived Experience Panel NLTA Member  
37 Brent Gill, Lived Experience Panel NLTA Member  
38 Beth Loder, Lived Experience Panel NLTA Member  
39 Dionne Snow, Lived Experience Panel NLTA Member  
40 Greg Williams, Lived Experience Panel NLTA Member  
41 Chantal Hollett, Lived Experience Panel NLTA Member  
42 **EDU** Krista Lynn Howell, Minister  
43 Tracy King, Deputy Minister  
44 Greg O'Leary, Deputy Minister Education Transformation  
45 Scott Linehan, ADM  
46 Robin Hayes, ADM  
47 Terry Hall, ADM  
48 Mike Tobin, SMO School Systems  
49 Andrew Hickey, SMO Human Resources  
50 Leanne Wells, Director of HR  
51 Kelly Ann Kinden, Director of HR  
52 Alicia Sainsbury, Director of HR  
53 Dan O'Brien, Recruiting Manager  
54 Niki O'Brien MacDonald, SMO Programs  
55 Denise Coady, SMO Student Services  
56 Joanne Hogan, Director of Research and Evaluation  
57 Sharon Whalen, Director of Curriculum  
58 Nancy Hollett, Director of Communications  
59 Angela Picco, Director of Communications  
60 **CSFP** Selena Mell, Directrice General  
61 Peter Smith, Deputy Director General  
62 Patricia Greene, Director of Education Services

63 **MUN**

64

65

66 **Student Reps**

67

68 **Keynote**

69 **Education Accord**

70

71

Dr. Pamela Osmond-Johnson, Dean

Dr. David Gill, Associate Dean

Darrin Pike, Coordinator, Field Services

K-6 Class Rep

Secondary Class Rep

Heidi Yetman, President, Canadian Teachers' Federation

Dr. Karen Goodnough, Co-Chair

Dr. Anne Burke, Co-Chair

Katrina Moores, Senior Advisor

s. 40(1)

**Email**

[tlangdon@nlta.ca](mailto:tlangdon@nlta.ca)

[stuff@nlta.ca](mailto:stuff@nlta.ca)

[icrew@nlta.ca](mailto:icrew@nlta.ca)

[jtulk@nlta.ca](mailto:jtulk@nlta.ca)

[djohnson@nlta.ca](mailto:djohnson@nlta.ca)

[dlambe@nlta.ca](mailto:dlambe@nlta.ca)

[adawe@nlta.ca](mailto:adawe@nlta.ca)

[cshort@nlta.ca](mailto:cshort@nlta.ca)

[hcull@nlta.ca](mailto:hcull@nlta.ca)

[dgeorge@nlta.ca](mailto:dgeorge@nlta.ca)

[lsnook@nlta.ca](mailto:lsnook@nlta.ca)

[tpayne@nlta.ca](mailto:tpayne@nlta.ca)

[sslaney@nlta.ca](mailto:sslaney@nlta.ca)

[rstockley@nlta.ca](mailto:rstockley@nlta.ca)

[dway@nlta.ca](mailto:dway@nlta.ca)

[sweir@nlta.ca](mailto:sweir@nlta.ca)

[coss@mynlta.ca](mailto:coss@mynlta.ca)

[DHHBVlexecutive@gmail.com](mailto:DHHBVlexecutive@gmail.com)

[alisonedwards@nlschools.ca](mailto:alisonedwards@nlschools.ca)

[trevortaylor@nlschools.ca](mailto:trevortaylor@nlschools.ca)

[angelanorman@nlschools.ca](mailto:angelanorman@nlschools.ca)

[yvonedawe@nlschools.ca](mailto:yvonedawe@nlschools.ca)

[michellemacey@nlschools.ca](mailto:michellemacey@nlschools.ca)

[hollyhealey@nlschools.ca](mailto:hollyhealey@nlschools.ca)

[neilbaker@nlschools.ca](mailto:neilbaker@nlschools.ca)

[peggyhann@nlschools.ca](mailto:peggyhann@nlschools.ca)

[darrylmurphy@nlschools.ca](mailto:darrylmurphy@nlschools.ca)

[nancyhealey@nlschools.ca](mailto:nancyhealey@nlschools.ca)

[sherrypotter@nlschools.ca](mailto:sherrypotter@nlschools.ca)

[chadhorne@nlschools.ca](mailto:chadhorne@nlschools.ca)

[jillkennedy@nlschools.ca](mailto:jillkennedy@nlschools.ca)

[sandycrowley@nlschools.ca](mailto:sandycrowley@nlschools.ca)

[leighborden@nlschools.ca](mailto:leighborden@nlschools.ca)

[alexandertaylor@nlschools.ca](mailto:alexandertaylor@nlschools.ca)

[kristagoulding@nlschools.ca](mailto:kristagoulding@nlschools.ca)

[mchurley@csfptnl.ca](mailto:mchurley@csfptnl.ca)

[brentgill@nlschools.ca](mailto:brentgill@nlschools.ca)

[bethloder@nlschools.ca](mailto:bethloder@nlschools.ca)

[dionnesnow@nlschools.ca](mailto:dionnesnow@nlschools.ca)

[gregorywilliams@nlschools.ca](mailto:gregorywilliams@nlschools.ca)

[chantalhollett@nlschools.ca](mailto:chantalhollett@nlschools.ca)

educdean@mun.ca

dgill@mun.ca

dgpik@mun.ca



s. 40(1)

hyetman@ctf-fce.ca

**From:** Jennifer Tulk <jtulk@nlta.ca>  
**Sent:** Friday, February 9, 2024 3:33 PM  
**To:** George, Kristina (EC-OPE), Mitchelmore, Nina, Noble, Tanya  
**Cc:** Hollett, Nancy  
**Subject:** RE: TTT Lived Experience Panel

s. 29(1)(a)

Thank you!

I've also confirmed with our EAP folks that no specific mental health exercises are required – the break from the screen is as good as any planned activity!

Thanks,  
Jenn

**From:** George, Kristina (EC-OPE) <KGeorge@gov.nl.ca>  
**Sent:** Thursday, February 8, 2024 3:31 PM  
**To:** Jennifer Tulk <jtulk@nlta.ca>; Mitchelmore, Nina <ninamitchelmore@gov.nl.ca>; Noble, Tanya <tanyanoble@gov.nl.ca>  
**Cc:** Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Subject:** RE: TTT Lived Experience Panel

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Hi Jennifer,

See below, it was addressed in the Housekeeping at the beginning before introductions for the nurses and also appeared on the screen in the PP.

- Finally, I'd like to make note of the contact information at the bottom of your screen for Employee Assistance Program. We realize that some of the topics and conversations we'll be participating in today may be difficult and challenging for some. So if at any time you need a break please feel free to do so and if you feel you need someone to talk to we have people available – and their names and contact info.
- 
- 

Kristina

**From:** Jennifer Tulk <jtulk@nlta.ca>  
**Sent:** Thursday, February 8, 2024 2:07 PM  
**To:** Mitchelmore, Nina <ninamitchelmore@gov.nl.ca>; George, Kristina (EC-OPE) <KGeorge@gov.nl.ca>; Noble, Tanya <tanyanoble@gov.nl.ca>

**Cc:** Hollett, Nancy <[NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)>

**Subject:** RE: TTT Lived Experience Panel

Hi there,

Here are the numbers for EAP:

EAP Coordinators:

Lori Hewitt (709) 733-3242

Kenda Riggs (709) 733-3265

If you can send me the language that was used for the Nurses Think Tank around support for people struggling with difficult discussions, I can edit for our purposes.

**From:** Mitchelmore, Nina <[ninamitchelmore@gov.nl.ca](mailto:ninamitchelmore@gov.nl.ca)>

**Sent:** Thursday, February 8, 2024 11:41 AM

**To:** Jennifer Tulk <[jtulk@nlta.ca](mailto:jtulk@nlta.ca)>; George, Kristina (EC-OPE) <[KGeorge@gov.nl.ca](mailto:KGeorge@gov.nl.ca)>; Noble, Tanya <[tanyanoble@gov.nl.ca](mailto:tanyanoble@gov.nl.ca)>

**Cc:** Hollett, Nancy <[NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)>

**Subject:** RE: TTT Lived Experience Panel

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Thanks Jennifer.

**Nina Mitchelmore**

Engagement Planner, Public Engagement & Planning Division

**Executive Council, Communications and Public Engagement Branch**  
Government of Newfoundland and Labrador

709 457-7699 | [ninamitchelmore@gov.nl.ca](mailto:ninamitchelmore@gov.nl.ca)



**From:** Jennifer Tulk <[jtulk@nlta.ca](mailto:jtulk@nlta.ca)>

**Sent:** Thursday, February 8, 2024 11:40 AM

**To:** George, Kristina (EC-OPE) <[KGeorge@gov.nl.ca](mailto:KGeorge@gov.nl.ca)>; Mitchelmore, Nina <[ninamitchelmore@gov.nl.ca](mailto:ninamitchelmore@gov.nl.ca)>; Noble, Tanya <[tanyanoble@gov.nl.ca](mailto:tanyanoble@gov.nl.ca)>

**Cc:** Hollett, Nancy <[NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)>

**Subject:** TTT Lived Experience Panel

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Hi there,

Please see the below list of our Lived Experience Panel. Please let me know if you need any additional info.

1. Krista Goulding, Bishop Field Elementary (am)
2. Beth Loder, Menihek High (am)
3. Marie-Chantal Hurley, Ecole des Grand-Vents (am)
4. Brent Gill, St. Josephs All-Grade (am)
5. Chantal Hollett, Exploits Valley Intermediate (pm)
6. Dionne Snow, Elwood Regional High (pm)
7. Greg Williams, St. Peter's Junior High (pm)

And for that therapeutic cry – watch Ms. Hellings Story here - <https://teacherschangelives.ca/> 😊

Thanks,  
Jenn

**Jennifer Tulk (she/her)** | Communications Officer  
Newfoundland and Labrador Teachers' Association  
Tel: 709-726-3223, 1-800-563-3599 ext 228  
Cell: 709-682-3751  
[jtulk@nlta.nl.ca](mailto:jtulk@nlta.nl.ca)  
[www.nlta.nl.ca](http://www.nlta.nl.ca)

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## Teachers TTT

<b>Name</b>	<b>School</b>
Adrien Cormier	Holy Family Elementary
Nancy Healey	Mary Queen of Peace
Beth Loder	Menihek
Darlene Johnson	NLTA
Sheldon Slaney	St. Anne's Academy
Angela Norman	All Hallows
Sherry Potter	St. Kevin's Jr Hlgh
Chantal Hollett	Exploits Valley Intermediate
Anglea Dawe	Brother Rice
Della Way	CDLI
Catherine Hoven	Fogo Island Central High
Jackie Rockett	
Marie-Cantal Hurley	French School Board
Colin Short	St. James Elementary
Sean Weir	Bayside Academy
Holly Healey	Holy Cross Elementary
Sandy Crowley	SLP - Labrador Regional Office
Brent Gill	PRin. St. Joseph's All Grade
Hollis Cull	Princ. Cloud River Academy
Stephanie Drover-Edmunds	TCHG - Amalgamated Academy
Neil Baker	TCH - St. Peter's School - 1289
Leigh Borden	Holy Trinity Elementary
Lynnette Snook	TCH - Bishop Feild Elem.
Dionne Snow	TCH - Elwood High School
Peggy Hann	Ed Psych. with NLSchools
Stephanie Boone	TCH - St. Lewis Academy
Darryl George	Crescent Collegiate
Alison Edwards	DPTHD - O'Donel High
Kelly Cribb	DHITIN - Horizon
Krista Goulding	VP - Bishop Field Elem.

**From:** Hayes, Robyn in Teams <noreply@email.teams.microsoft.com>  
**Sent:** Monday, February 12, 2024 5:30 PM  
**To:** Hollett, Nancy  
**Subject:** Robyn sent a message

**Hi,**

Your teammates are trying to reach you in **Microsoft Teams**.

**Re: Robyn sent a message in chat**

Is Jennie on the Think Tank invite?

**Reply in Teams**

**Install Microsoft Teams now**

iOS

Android

This email was sent from an unmonitored mailbox. Update your email preferences in Teams. Activity > Settings (Gear Icon) > Notifications.

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**From:** Hollett, Nancy  
**Sent:** Monday, February 12, 2024 6:08 PM  
**To:** Hollett, Nancy  
**Cc:** Xie, Jinnong (Jennie), [kellycribb@nlschools.ca](mailto:kellycribb@nlschools.ca)  
**Subject:** You Are Invited: Teachers Think Tank , Friday, February 23, 2024

# INVITATION

**Honourable Dr. Andrew Furey**  
Premier of Newfoundland and Labrador

**Honourable Krista Lynn Howell**  
Minister of Education

and

**Trent Langdon**  
President of the Newfoundland and Labrador Teachers' Association

Invite you to participate in a virtual Teachers Think Tank.

**Friday, February 23, 2024**

**8:30 a.m. – 3:00 p.m. NST**

**Webex Meeting**

(link will be supplied to those attending prior to the event)

The Teachers Think Tank is an opportunity to come together with colleagues to discuss issues and opportunities, and to help find solutions to address challenges facing teachers in Newfoundland and Labrador.

Please RSVP to [teachersthinktank@gov.nl.ca](mailto:teachersthinktank@gov.nl.ca) on or before Wednesday, February 21, 2024.

**From:** [Howell, Krista Lynn](#)  
**To:** [Martin, Stephanie](#)  
**Cc:** [King, Tracy](#)  
**Subject:** Fwd: Support for Newly Hired Teachers  
**Date:** Friday, January 19, 2024 12:43:18 PM  
**Attachments:** [image001.jpg](#)  
[image002.jpg](#)  
[January 19, 2024 - Minister Howell.pdf](#)

Please trim  
Sent from my iPhone

Begin forwarded message:

**From:** Samantha Lee <[slee@nlta.ca](mailto:slee@nlta.ca)>  
**Date:** January 19, 2024 at 12:35:22 PM NST  
**To:** "Howell, Krista Lynn" <[KristaLynnHowell@gov.nl.ca](mailto:KristaLynnHowell@gov.nl.ca)>  
**Cc:** Trent Langdon <[tlangdon@nlta.ca](mailto:tlangdon@nlta.ca)>, Stefanie Tuff <[STuff@nlta.ca](mailto:STuff@nlta.ca)>  
**Subject:** Support for Newly Hired Teachers

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Krista Lynn Howell  
Minister of Education

Please find attached a letter dated January 19, 2024, from our NLTA President, Trent Langdon, regarding support for newly hired teachers.

An original of the attached letter will be forwarded via Canada Post.

Regards,

**Samantha Lee** | Executive Assistant, Governance  
Newfoundland and Labrador Teachers' Association  
Tel: 709-726-3223, 1-800-563-3599 ext. 222  
[slee@nlta.ca](mailto:slee@nlta.ca)  
[www.nlta.nl.ca](http://www.nlta.nl.ca)

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Newfoundland and Labrador  
Teachers' Association

January 19, 2024

Honourable Krista Lynn Howell  
Minister of Education  
P.O. Box 8700  
Confederation Building  
St. John's, NL A1B 4J6

Dear Minister Howell:

Happy New Year, and I hope that you enjoyed a relaxing holiday season with family and friends.

As you know, our K-12 public schools have resumed classes following the Christmas break, and NLTA members are closely following the ongoing preparations and planning for the Teachers Think Tank. I and my colleagues on the NLTA Provincial Executive Council are looking forward to this process, which we hope will lead to positive change that will improve recruitment and support retention of certified teachers in this province. A qualified and adequate supply of professionals is essential to maintaining and improving the quality of teaching and learning in Newfoundland and Labrador.

One of the ideas that I am sure will come forward during the Think Tank is the need for the employers to provide more and better support for new hires. Once upon a time, school districts used to provide orientation sessions for newly hired teachers just prior to the commencement of each school year, and the NLTA was always invited to participate. These events, which were separate from the one, provincial conference for beginning teachers organized by the NLTA, were consistently well received. They ensured that beginning teachers had an opportunity to get important information on employer policies and expectations, along with practical information on salary and benefits, and an overview of contractual matters, before they started work. Unfortunately, over years of successive school district amalgamations, the employers chose not to continue with this very valuable and important practice.

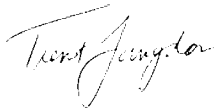
The Association, in partnership with the employers/Department of Education, has recently completed the second in our series of Beginning Teachers Conferences for 2023-24, with the third and final event scheduled for Happy Valley-Goose Bay in early February. Sessions offered to participants included focus on the topics of building resiliency, coregulation, diversity, and managing communications (among others), matters which are not typically addressed through employer professional learning offerings during the school year. Feedback from attendees has been entirely positive, with many indicating how grateful they were for this opportunity at a time when they report feeling stressed and overwhelmed. More than 90% of teachers who attended expressed a desire for further learning opportunities to help them manage the demands of their work, and

they have provided valuable information on what their needs are. It is significant that these teachers gave up an entire weekend to attend this conference, and all were engaged and eager to learn practical strategies to support themselves and their students. I believe this speaks clearly to the need for us all to do more to both welcome and support new entrants to the profession.

Therefore, and in light of the recently finalized integration of the majority of the K-12 public education system with government, I am writing to advocate for and hopefully generate momentum towards the introduction of paid orientation sessions for all new hires prior to the start of work for the teacher(s). Effective onboarding is an important element of a sound human resources program and employee retention strategy. I am requesting an opportunity to discuss this with you further, along with appropriate members of our respective staffs, at your earliest convenience.

Thank you in advance for your attention to and consideration of this matter. I look forward to your reply.

Sincerely,



Trent Langdon, M.Ed, C.C.C.  
President, NLTA

Copy to: Stefanie Tuff, NLTA Executive Director

**From:** Terry Hall <terryhall@nlschools.ca>  
**Sent:** Tuesday, February 13, 2024 11:23 AM  
**To:** Martin, Stephanie, King, Tracy  
**Subject:** Draft for Consideration  
**Attachments:** Draft Response NLTA Letter - re New teachers Onboarding EXC24 1 61.doc

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=====  
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Government of Newfoundland and Labrador  
Department of Education  
Office of the Minister

EXC/24/1/61

February 12, 2024

Dear President Langdon

The following letter is in response to your letter dated January 19, 2024 regarding a paid new teacher orientation session.

There is no doubt that in the face of a shortage of teachers a robust recruitment and retention strategy is vital to ensuring the quality of teaching and learning we expect for our youth. This includes ensuring all our teachers feel valued and that teaching is seen as a proud and viable profession for our youth to gravitate to as a fulfilling career. That's why the government has recently made two significant commitments - the Teachers Think Tank and the Education Accord. Both of which will provide critical information and a pathway to a transformed and better education system for all involved.

It is safe to say the Department of Education, NLSchools staff and the NLTA have acknowledged the challenges and the need for better engagement. It is this joint acknowledgement that led to the formation of a recruitment and retention committee which continues to meet to discuss ways forward and generate ideas to attract and support new teachers. During the 2023/24 recruiting season we hired a full time recruitment manager who, besides significant time spent on recruiting, engaged earlier and directly with students and faculties at MUN. With the support and commitment of the NLSchools staff a larger number of new graduates found gainful employment immediately after graduation. Our recruiter has maintained contact and assisted the new teachers find housing, transfer to their locations, find other services, and make connections at their school as required.

While our model will continue to evolve, our recent efforts show awareness and progress. I appreciate your request to consider a more enhanced onboarding program for teachers including an earlier paid orientation session to occur prior to the school year starting. We have some runway prior to the start of the next school year to discuss any possibilities. In the meantime, I believe the Teachers Think Tank happening later this month will provide the perfect forum for information and ideas to be noted and discussed.

Sincerely,

**HON. KRISTA LYNN HOWELL, MHA**  
District of St. Barbe – L'Anse aux Meadows  
Minister

**From:** Martin, Stephanie  
**To:** "tlangdon@nlta.ca"  
**Subject:** Response from Hon. Krista Lynn Howell  
**Date:** Wednesday, February 21, 2024 4:26:18 PM  
**Attachments:** Ministerial Response - Trent Langdon.pdf

Please see attached response sent on behalf of Krista Lynn Howell, Minister of Education.

**Stephanie Martin – Administrative Assistant to the Minister**

Department of Education

Government of Newfoundland and Labrador



Government of Newfoundland and Labrador  
Department of Education  
Office of the Minister

EXC/24/1/61

February 20, 2024

Trent Langdon, President  
Newfoundland and Labrador Teachers' Association  
[tlangdon@nlta.ca](mailto:tlangdon@nlta.ca)

Dear President Langdon:

Thank you for your letter of January 19, 2024 regarding a paid new teacher orientation session.

There is no doubt that in the face of a shortage of teachers a robust recruitment and retention strategy is vital to ensuring the quality of teaching and learning we expect for our youth. This includes ensuring all our teachers feel valued and that teaching is seen as a proud and viable profession for our youth to gravitate to as a fulfilling career. That's why the government has recently made two significant commitments - the Teachers Think Tank and the Education Accord. Both of which will provide critical information and a pathway to a transformed and better education system for all involved.

It is safe to say the Department of Education, NLSchools staff and the NLTA have acknowledged the challenges and the need for better engagement. It is this joint acknowledgement that led to the formation of a recruitment and retention committee which continues to meet to discuss ways forward and generate ideas to attract and support new teachers. During the 2023/24 recruiting season we hired a full-time recruitment manager who, besides significant time spent on recruiting, engaged earlier and directly with students and faculties at MUN. With the support and commitment of the NLSchools staff a larger number of new graduates found gainful employment immediately after graduation. Our recruiter has maintained contact and assisted the new teachers find housing, transfer to their locations, find other services, and make connections at their school as required.

While our model will continue to evolve, our recent efforts show awareness and progress. I appreciate your request to consider a more enhanced onboarding program for teachers including an earlier paid orientation session to occur prior to the school year starting. I agree we need an enhanced onboarding program. We have some time prior to the start of the next school year to discuss our options. In the meantime, I believe the Teachers Think Tank happening later this month will provide the perfect forum for information and ideas to be noted and discussed.

Sincerely,

A handwritten signature in black ink that reads "Krista Howell".

**HON. KRISTA LYNN HOWELL, MHA**  
District of St. Barbe – L'Anse aux Meadows  
Minister

**From:** Hollett, Nancy  
**Sent:** Tuesday, February 13, 2024 4:54 PM  
**To:** Hogan, Joanne  
**Cc:** Linehan, Scott  
**Subject:** RE: Think Tank

It's scheduled for 20 minutes, but we can adjust that as you wish.

**From:** Hogan, Joanne <JHogan@gov.nl.ca>  
**Sent:** Tuesday, February 13, 2024 11:00 AM  
**To:** Hollett, Nancy <NancyHollett@gov.nl.ca>; Linehan, Scott <SLinehan@gov.nl.ca>  
**Subject:** Think Tank

What is the length of my session for presenting the data?

**From:** Hollett, Nancy  
**Sent:** Thursday, February 15, 2024 10:50 AM  
**To:** Andrew Hickey (HQ)  
**Subject:** TTT invitations List  
**Attachments:** TTT Participant List February 6, 2024.xlsx

I'll send you the RSVPs tomorrow and update them next week.

Nancy

**Nancy Hollett**

Director of Communications - Integration  
Department of Education  
Government of Newfoundland and Labrador

Office: 709-729-0048 | Cell: 709-327-7878  
E-Mail: [NancyHollett@gov.nl.ca](mailto:NancyHollett@gov.nl.ca)

3<sup>rd</sup> Floor, West Block  
Confederation Building  
P.O. Box 8700  
St. John's, NL A1B 4J6

**THINK TANK  
NLTA/Government of NL**

<b>Organization</b>	<b>Participant</b>
<b>Newfoundland and Labrador Teachers' Association</b>	Trent Langdon, President
1	
2	Stefanie Tuff, Executive Director
3	Ian Crewe, Assistant Executive Director
4	Jennifer Tulk, Communications Officer
5	Darlene Johnson, Administrative Officer
6	Dale Lambe, Vice President
7	Angela Dawe, Table Officer
8	Colin Short, Table Officer
9	Hollis Cull, Provincial Executive
10	Darryl George, Provincial Executive
11	Lynette Snook, Provincial Executive
12	Tracey Payne, Provincial Executive
13	Sheldon Slaney, Provincial Executive
14	Russell Stockley, Provincial Executive
15	Della Way, Provincial Executive
16	Sean Weir, Provincial Executive
17	Stephanie Drover-Edmunds, Council of Special Services Special Interest Council
18	Kelly Cribb, DHH/BVI Special Interest Council
19	Alison Edwards, English Language Arts, Special Interest Council
20	Trevor Taylor, Gender and Sexual Diversity, Special Interest Council
21	Angela Norman, Health Education, Special Interest Council
22	Yvonne Dawe, Math-Science Special Interest Council
23	Michelle Macey, Music Educators' Special Interest Council
24	Holly Healy, NLCPA Special Interest Council
25	Neil Baker, Physical Education Special Interest Council

26 Peggy Hann, Psychologists in Education, Special Interest Council  
27 Darryl Murphy, Psychologists in Education, Special Interest Council  
28 Nancy Healey, School Administrators' Special Interest Council  
29 Sherry Potter, Second Language Special Interest Council  
30 Chad Horne, Small Schools Special Interest Council  
31 Jill Kennedy, Social Studies Special Interest Council  
32 Sandy Crowley, SLP Special Interest Council  
33 Leigh Borden, Teacher Librarians Special Interest Council  
34 Alexander Taylor, Technology in Education Special Interest Council  
35 Lived Experience Panel NLTA Member  
36 Lived Experience Panel NLTA Member  
37 Lived Experience Panel NLTA Member  
38 Lived Experience Panel NLTA Member  
39 Lived Experience Panel NLTA Member  
40 Lived Experience Panel NLTA Member  
41 Lived Experience Panel NLTA Member  
42 **EDU** Krista Lynn Howell, Minister  
43 Tracy King, Deputy Minister  
44 Greg O'Leary, Deputy Minister Education Transformation  
45 Scott Linehan, ADM  
46 Robin Hayes, ADM  
47 Terry Hall, ADM  
48 Mike Tobin, SMO School Systems  
49 Andrew Hickey, SMO Human Resources  
50 Leanne Wells, Director of HR  
51 Kelly Ann Kinden, Director of HR  
52 Alicia Sainsbury, Director of HR  
53 Dan O'Brien, Recruiting Manager  
54 Niki O'Brien MacDonald, SMO Programs  
55 Denise Coady, SMO Student Services  
56 Joanne Hogan, Director of Research and Evaluation  
57 Sharon Whalen, Director of Curriculum  
58 Nancy Hollett, Director of Communications  
59 Angela Picco, Director of Communications

60	<b>CSFP</b>	Selena Mell, Directrice General
61		Peter Smith, Deputy Director General
62		Patricia Greene, Director of Education Services
63	<b>MUN</b>	Dr. Pamela Osmond-Johnson, Dean
64		Dr. David Gill, Associate Dean
65		Darrin Pike, Coordinator, Field Services
66	<b>Student Reps</b>	K-6 Class Rep
67	<b>Keynote</b>	Heidi Yetman, President, Canadian Teachers' Federation
68	<b>Education Accord</b>	Dr. Karen Goodnough, Co-Chair
69		Dr. Anne Burke, Co-Chair
70		Katrina Moores, Senior Advisor

**Email**

[tlangdon@nlta.ca](mailto:tlangdon@nlta.ca)

[stuff@nlta.ca](mailto:stuff@nlta.ca)

[icrew@nlta.ca](mailto:icrew@nlta.ca)

[jtulk@nlta.ca](mailto:jtulk@nlta.ca)

[djohnson@nlta.ca](mailto:djohnson@nlta.ca)

[dlambe@nlta.ca](mailto:dlambe@nlta.ca)

[adawe@nlta.ca](mailto:adawe@nlta.ca)

[cshort@nlta.ca](mailto:cshort@nlta.ca)

[hcull@nlta.ca](mailto:hcull@nlta.ca)

[dgeorge@nlta.ca](mailto:dgeorge@nlta.ca)

[lsnook@nlta.ca](mailto:lsnook@nlta.ca)

[tpayne@nlta.ca](mailto:tpayne@nlta.ca)

[sslaney@nlta.ca](mailto:sslaney@nlta.ca)

[rstockley@nlta.ca](mailto:rstockley@nlta.ca)

[dway@nlta.ca](mailto:dway@nlta.ca)

[sweir@nlta.ca](mailto:sweir@nlta.ca)

[coss@mynlta.ca](mailto:coss@mynlta.ca)

[DHHBVlexecutive@gmail.com](mailto:DHHBVlexecutive@gmail.com)

[alisedwards@nlschools.ca](mailto:alisedwards@nlschools.ca)

[trevortaylor@nlschools.ca](mailto:trevortaylor@nlschools.ca)

[angelanorman@nlschools.ca](mailto:angelanorman@nlschools.ca)

[yvonedawe@nlschools.ca](mailto:yvonedawe@nlschools.ca)

[michellemacey@nlschools.ca](mailto:michellemacey@nlschools.ca)

[hollyhealey@nlschools.ca](mailto:hollyhealey@nlschools.ca)

[neilbaker@nlschools.ca](mailto:neilbaker@nlschools.ca)

[peggyhann@nlschools.ca](mailto:peggyhann@nlschools.ca)

[darrylmurphy@nlschools.ca](mailto:darrylmurphy@nlschools.ca)

[nancyhealey@nlschools.ca](mailto:nancyhealey@nlschools.ca)

[sherrypotter@nlschools.ca](mailto:sherrypotter@nlschools.ca)

[chadhorne@nlschools.ca](mailto:chadhorne@nlschools.ca)

[jillkennedy@nlschools.ca](mailto:jillkennedy@nlschools.ca)

[sandycrowley@nlschools.ca](mailto:sandycrowley@nlschools.ca)

[leighborden@nlschools.ca](mailto:leighborden@nlschools.ca)

[alexandertaylor@nlschools.ca](mailto:alexandertaylor@nlschools.ca)

**From:** Linehan, Scott  
**Sent:** Thursday, February 15, 2024 6:01 PM  
**To:** Whalen, Sharon E (EDU)  
**Cc:** Hogan, Joanne  
**Subject:** Re: Note Takers

Yes.

Sent from my iPhone

On Feb 15, 2024, at 4:17 PM, Whalen, Sharon E (EDU) <SEWhalen@gov.nl.ca> wrote:

So are you thinking admin?

**From:** Linehan, Scott <SLinehan@gov.nl.ca>  
**Sent:** Thursday, February 15, 2024 3:06 PM  
**To:** Whalen, Sharon E (EDU) <SEWhalen@gov.nl.ca>; Hogan, Joanne <JHogan@gov.nl.ca>  
**Subject:** Note Takers

Sharon, Joanne,

Happy Snow Day!

For the Teachers Think Tank next Friday, we need 4 additional note takers (Andrew has assigned 6 from NLSchools). And NLSchools will be providing all the facilitators.

Training is tentatively scheduled for Tuesday around this (more information to follow) – I anticipate this being similar to the Learning Loss Symposium.

We will likely only need 3, but one additional one in case someone is sick or absent.

Can you please advise.

Thanks!

**SCOTT LINEHAN, Ph.D. | Assistant Deputy Minister (K-12 Education)**  
**Department of Education**  
**Government of Newfoundland & Labrador**  
**P.O. Box 8700, St. John's, NL A1B 4J6**  
**(709) 729-5720**

**From:** Jennifer Tulk <jtulk@nlta.ca>  
**Sent:** Friday, February 16, 2024 11:17 AM  
**To:** George, Kristina (EC-OPE), Noble, Tanya, Mitchelmore, Nina  
**Cc:** Hollett, Nancy  
**Subject:** TTT updated Agenda and Questions  
**Attachments:** Updated Agenda\_Teachers Think Tank\_Feb23\_.docx, Teachers Think Tank Questions.docx

Good Morning,

Please find attached the updated agenda (I've moved the morning refreshment breaks and adjusted a couple of times after the keynote address) as well as our proposed questions.

For the questions, we have some thoughts on which question should be for each discussion cycle, depending on the length of the cycle. That's noted in the attached.

We met with the Lived Experience Panel folks yesterday. They are all open to an orientation session with your next week. Can you please let me know when this can take place? After school hours is necessary – I suggest 3:30/4pm would be good timing. Let me know what works and if there is a link you would like me to send our Panel members.

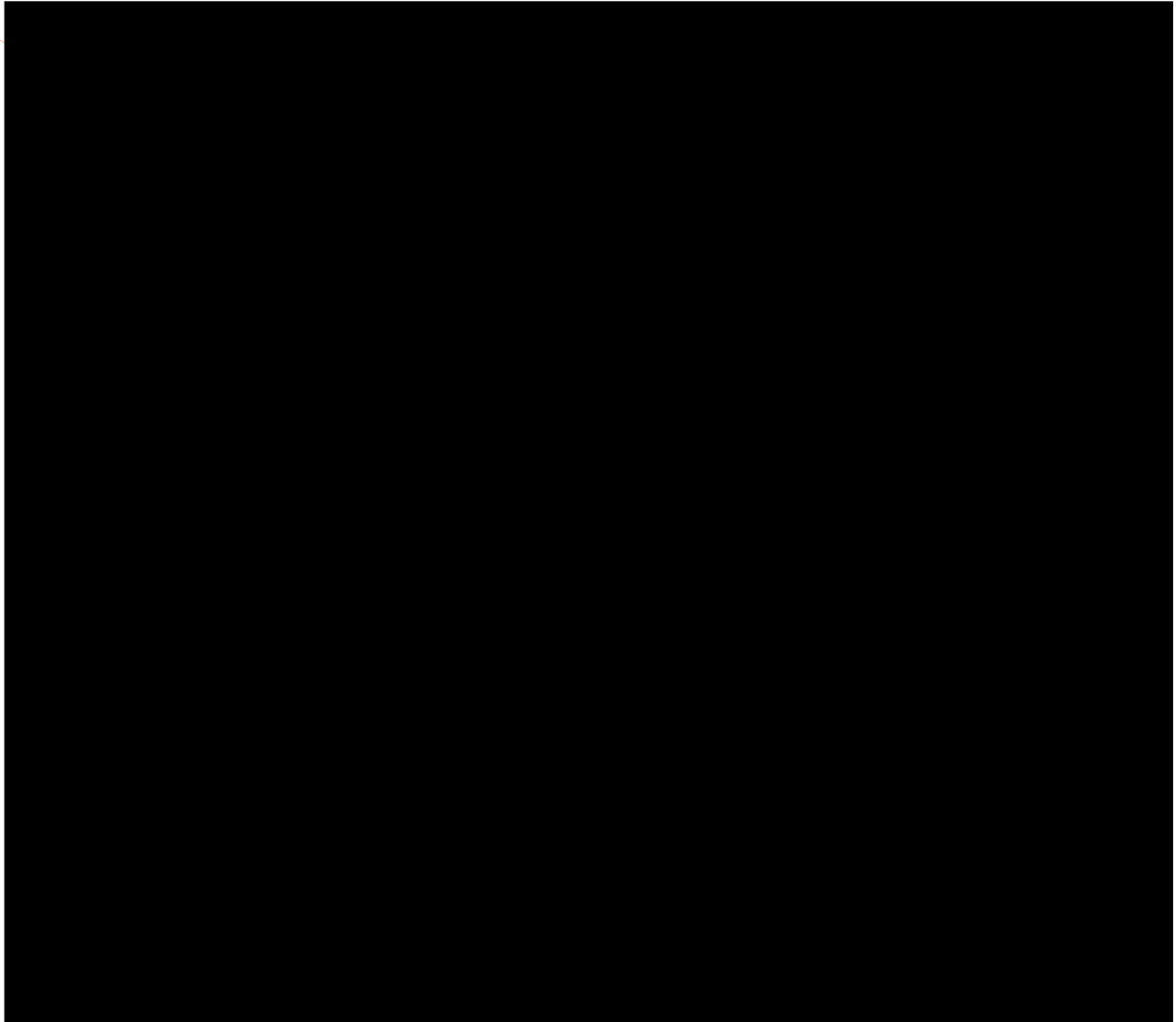
Thanks,  
Jenn

**Jennifer Tulk (she/her) |** Communications Officer  
Newfoundland and Labrador Teachers' Association  
Tel: 709-726-3223, 1-800-563-3599 ext 228  
Cell: 709-682-3751  
[jtulk@nlta.nl.ca](mailto:jtulk@nlta.nl.ca)  
[www.nlta.nl.ca](http://www.nlta.nl.ca)

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**Teachers Think Tank - February 23**

s. 29(1)(a)



# AGENDA

## Teachers Think Tank

**Date: February 23, 2024****Time: 8:30 am – 3:00 pm****Location: Virtual**

- |  |          |
|--|----------|
| 1. Welcoming Remarks   | 8:30 am  |
| <ul style="list-style-type: none"> <li>• Honourable Andrew Furey, Premier of Newfoundland and Labrador</li> <li>• Honourable Krista Lynn Howell, Minister of Education</li> <li>• Mr. Trent Langdon, President, NLTA</li> </ul>      |          |
| 2. Housekeeping/Session Overview   | 8:50 am  |
| 3. Lived Experience Panel #1 (4 members)   | 9:00 am  |
| <ul style="list-style-type: none"> <li>• Krista Goulding, Bishop Field Elementary</li> <li>• Beth Loder, Menihek High</li> <li>• Marie-Chantal Hurley, Ecole des Grand-Vents</li> <li>• Brent Gill, St. Josephs All-Grade</li> </ul> |          |
| 4. Refreshment Break   | 9:30 am  |
| 5. An Overview of Research Findings from Think Tank Questionnaire  | 9:40 am  |
| <ul style="list-style-type: none"> <li>• Presentation by Joanne Hogan, Director of Evaluation and Research</li> </ul>  |          |
| 6. Break-Out Room Discussion Cycle 1   | 10:00 am |
| 7. Updates on current recruitment and retention initiatives.   | 10:35 am |
| <ul style="list-style-type: none"> <li>• Update from Andrew Hickey, SMO Human Resources, and Dan O'Brien, Recruiting Manager, Government of NL</li> <li>• Update from CSFP</li> </ul>  |          |
| 8. Refreshment Break   | 10:55 am |
| 9. Report back from Break-Out Rooms  | 11:05 am |
| 10. Break-Out Room Discussion Cycle 2  | 11:10 am |
| 11. Break for lunch.   | 11:45 am |
| 12. Keynote Address  | 12:15 pm |
| <ul style="list-style-type: none"> <li>• Heidi Yetman, President, Canadian Teachers' Federation</li> </ul>   |          |
| 13. Report back from Break-Out Rooms   | 12:35 pm |
| 14. Lived Experience Panel   | 12:40 pm |
| <ul style="list-style-type: none"> <li>• Chantal Hollett, Exploits Valley Intermediate</li> <li>• Dionne Snow, Elwood Regional High</li> <li>• Greg Williams, St. Peter's Junior High</li> </ul>                                     |          |
| 15. Break-Out Room Discussion Cycle 3  | 1:10 pm  |
| 16. Refreshment Break  | 1:45 pm  |
| 17. Report back from Break-Out Rooms   | 1:55 pm  |

# AGENDA

## Teachers Think Tank

**Date: February 23, 2024**

**Time: 8:30 am – 3:00 pm**

**Location: Virtual**

18. Break-Out Room Discussion Cycle 4

2:00 pm

19. Report back from Break-Out Rooms

2:45 pm

20. Closing Remarks

2:50 pm

- Minister Howell (or Tracy King, DM), Department of Education
- Trent Langdon, NLTA

**From:** Hollett, Nancy  
**Sent:** Friday, February 16, 2024 3:56 PM  
**To:** Linehan, Scott, Andrew Hickey (HQ), Terry Hall  
**Subject:** FW: Revised Questions  
**Attachments:** Teachers Think Tank Questions v2.docx

FYI

**From:** Jennifer Tulk <jtulk@nlta.ca>  
**Sent:** Friday, February 16, 2024 3:29 PM  
**To:** Noble, Tanya <tanyanoble@gov.nl.ca>; Mitchelmore, Nina <ninamitchelmore@gov.nl.ca>; George, Kristina (EC-OPE) <KGeorge@gov.nl.ca>; Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Subject:** Revised Questions

**CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.**

Thanks for your feedback on the questions.

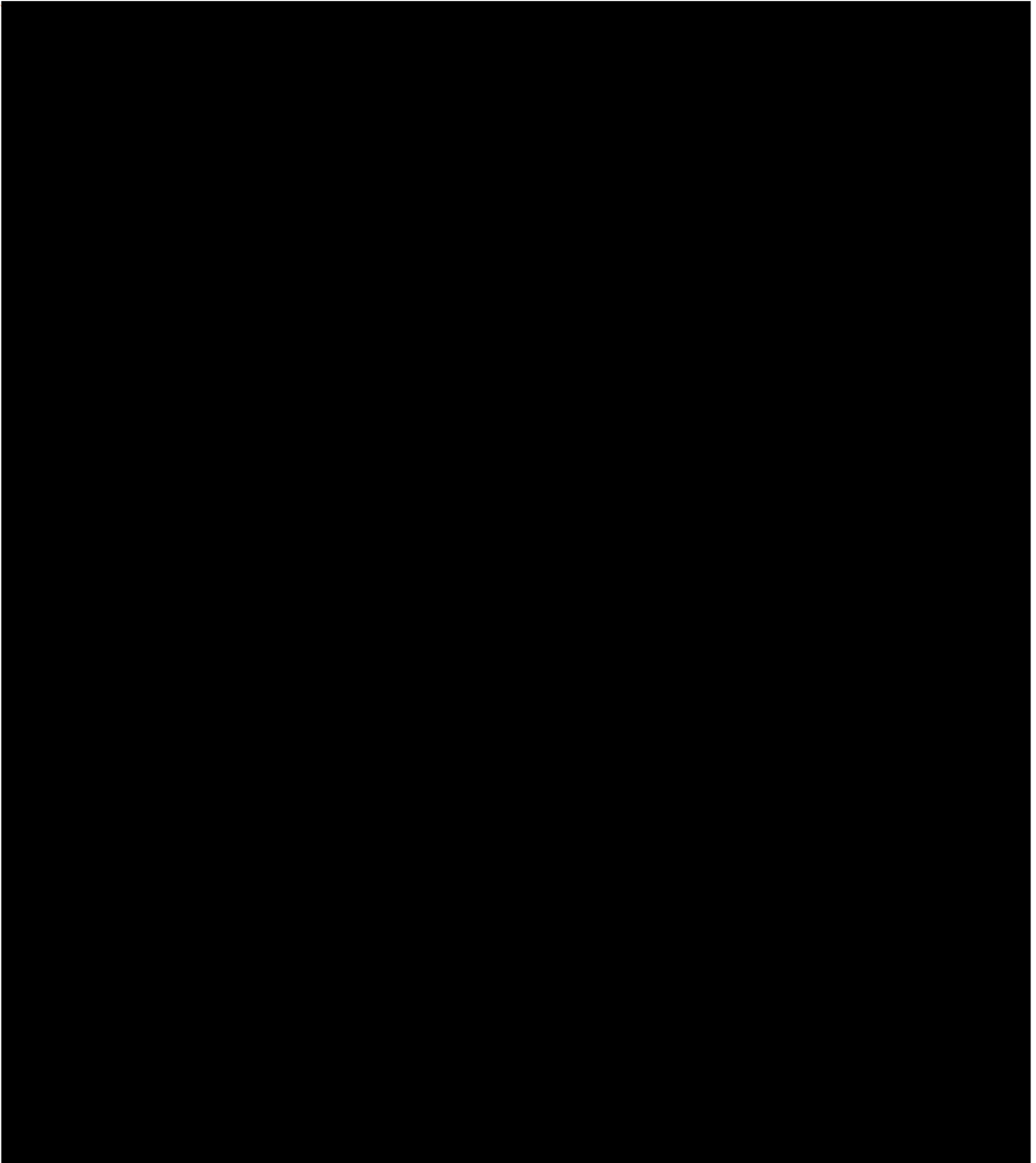
Here are our revised questions for your review. I've included some probing questions as well.

Thanks,  
Jenn

**Jennifer Tulk (she/her)** | Communications Officer  
Newfoundland and Labrador Teachers' Association  
Tel: 709-726-3223, 1-800-563-3599 ext 228  
Cell: 709-682-3751  
[jtulk@nlta.nl.ca](mailto:jtulk@nlta.nl.ca)  
[www.nlta.nl.ca](http://www.nlta.nl.ca)

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**s. 29(1)(a) Teachers Think Tank - February 23**



**From:** Hollett, Nancy  
**Sent:** Friday, February 16, 2024 3:59 PM  
**To:** Whalen, Sharon E (EDU)  
**Cc:** Linehan, Scott  
**Subject:** RE: Think Tank Notetakers

Much appreciated. Thanks.

**From:** Whalen, Sharon E (EDU) <SEWhalen@gov.nl.ca>  
**Sent:** Friday, February 16, 2024 3:45 PM  
**To:** Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Cc:** Linehan, Scott <SLinehan@gov.nl.ca>  
**Subject:** Think Tank Notetakers

I have three admin staff who can be available for next Friday:

Linda Collins  
Lorraine Kavanagh  
Karen Reid

They are aware that you may be in contact.

Cheers,  
Sharon



Government of  
Newfoundland and Labrador

Department of Education

P.O. Box 8700  
St. John's NL  
Canada  
A1B 4J6

**Sharon Whalen**

Director  
Programs & Services Division

E-Mail: [sewhalen@gov.nl.ca](mailto:sewhalen@gov.nl.ca)

**From:** Jennifer Tulk <jtulk@nlta.ca>  
**Sent:** Monday, February 19, 2024 9:59 AM  
**To:** Linehan, Scott, TeachersThinkTank, Andrew Hickey (HQ), Ian Crewe  
**Subject:** RE: Think tank membership

This person is not in our membership database.

**From:** Linehan, Scott <SLinehan@gov.nl.ca>  
**Sent:** Monday, February 19, 2024 9:58 AM  
**To:** TeachersThinkTank <TeachersThinkTank@gov.nl.ca>; 'Andrew Hickey (HQ)' <andrewhickey@nlschools.ca>; Ian Crewe <icrewe@nlta.ca>; Jennifer Tulk <jtulk@nlta.ca>  
**Subject:** RE: Think tank membership

**CAUTION:** This email originated from outside the NLTA. Do not click links or open unexpected attachments unless you know the content is safe.

Nancy,

I do not recognize the same.

**From:** TeachersThinkTank <TeachersThinkTank@gov.nl.ca>  
**Sent:** Monday, February 19, 2024 9:44 AM  
**To:** Linehan, Scott <SLinehan@gov.nl.ca>; 'Andrew Hickey (HQ)' <andrewhickey@nlschools.ca>; 'icrewe@nlta.ca' <icrewe@nlta.ca>; 'jtulk@nlta.ca' <jtulk@nlta.ca>  
**Subject:** FW: Think tank membership

Hi

Please see the email below.

Is anyone familiar with this person? Just wondering if he's an educator before I respond to his email.

Thanks,

Nancy s. 40(1)

**From:** [REDACTED]  
**Sent:** Friday, February 16, 2024 4:54 PM  
**To:** TeachersThinkTank <TeachersThinkTank@gov.nl.ca>  
**Subject:** Think tank membership

**CAUTION:** This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

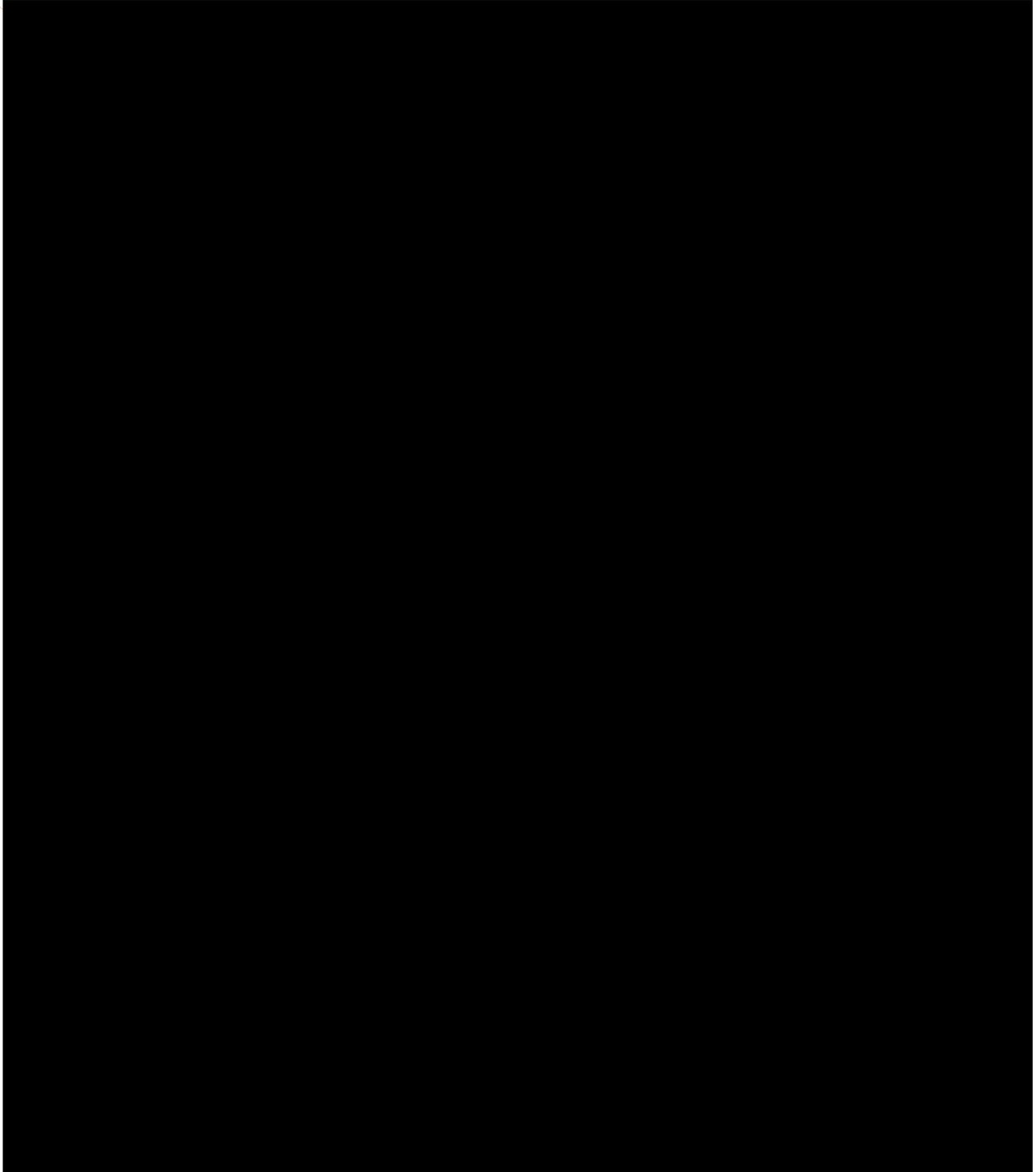
I would like to be a member of your think tank. I feel I have much to add. Please contact me at the above email address. Better yet call me at [REDACTED]

s. 40(1)

**From:** Hollett, Nancy  
**Sent:** Monday, February 19, 2024 12:13 PM  
**To:** Hogan, Joanne  
**Subject:** Teachers Think Tank Questions v2.docx  
**Attachments:** Teachers Think Tank Questions v2.docx

s. 29(1)(a)

**Teachers Think Tank - February 23**



**From:** Kelly-Ann Kinden <kellyannkinden@nlschools.ca>  
**Sent:** Monday, February 19, 2024 2:54 PM  
**To:** Hollett, Nancy  
**Subject:** Out of Office Re: FW: You Are Invited: Teachers Think Tank , Friday, February 23, 2024

**CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.**

Good day,

I am currently on annual leave with limited access to emails.  
For assistance please contact one of our HR team @ [hrcentral@nlschools.ca](mailto:hrcentral@nlschools.ca)

*Thank you (English),  
Merci (Français), Wela'lin (Mi'kmaq), Woliwon (Maliseet), Miigwetch (Ojibwe), Tshinashkumitin (Innu Aimun), Nakummek (Inuktitut),*

--

**Kelly-Ann Kinden** *(She/Her)*  
Director of Human Resources



Department of Education Operations Branch  
Government of Newfoundland and Labrador

*Thank you (English), Merci (Français), Wela'lin (Mi'kmaq), Woliwon (Maliseet), Miigwetch (Ojibwe), Tshinashkumitin (Innu Aimun), Nakummek (Inuktitut),*

Confidentiality Warning: This message and any attachments are intended for the sole use of the intended recipient(s), and may contain privileged and/or confidential information. If you are not an intended recipient, any review, retransmission, conversion to hard copy, copying, circulation or other use of this message and any attachments is strictly prohibited. If you received this email in error, please delete the message and attachments immediately and notify the sender by return email. Thank you!

=====

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avis de confidentialité: Ce courriel, ainsi que tout renseignement ci-inclus, est destiné uniquement au(x) destinataire(s) susmentionné(s) et peut contenir de l'information confidentielle. Si vous n'êtes pas le destinataire prévu, tout examen, copie, impression, reproduction, distribution ou autre utilisation de ce courriel est strictement interdit. Si vous avez reçu ce message par erreur, veuillez en aviser immédiatement l'expéditeur par retour de ce courriel et veuillez supprimer immédiatement cette communication. Merci.

**From:** Hollett, Nancy  
**Sent:** Monday, February 19, 2024 3:00 PM  
**To:** danielobrien@nlschools.ca  
**Subject:** You Are Invited: Teachers Think Tank , Friday, February 23, 2024

Hi Dan

I know you're attending and presenting, but I thought you might like an official invitation. No need to RSVP though. I already have you marked in.

Nancy

# INVITATION

**Honourable Dr. Andrew Furey**  
Premier of Newfoundland and Labrador

**Honourable Krista Lynn Howell**  
Minister of Education

and

**Trent Langdon**  
President of the Newfoundland and Labrador Teachers' Association

Invite you to participate in a virtual Teachers Think Tank.

**Friday, February 23, 2024**

**8:30 a.m. – 3:00 p.m. NST**

**Webex Meeting**

(link will be supplied to those attending prior to the event)

The Teachers Think Tank is an opportunity to come together with colleagues to discuss issues and opportunities, and to help find solutions to address challenges facing teachers in Newfoundland and Labrador.

Please RSVP to [teachersthinktank@gov.nl.ca](mailto:teachersthinktank@gov.nl.ca) on or before Wednesday, February 21, 2024.

**From:** Hollett, Nancy  
**Sent:** Monday, February 19, 2024 3:09 PM  
**To:** Gill, David  
**Cc:** Keats, Samantha Doreen  
**Subject:** RE: You Are Invited: Teachers Think Tank , Friday, February 23, 2024

Hi

I was on the email as, so I have your regrets.

Take care,

Nancy

**From:** Gill, David <dgill@mun.ca>  
**Sent:** Monday, February 19, 2024 3:00 PM  
**To:** Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Cc:** Keats, Samantha Doreen <s.keats@mun.ca>  
**Subject:** Re: You Are Invited: Teachers Think Tank , Friday, February 23, 2024

**CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.**

Hi,

Sam, can you reply for me that I won't be able to attend?

David

Get [Outlook for Android](#)

**From:** Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Sent:** Monday, February 19, 2024 2:51:54 PM  
**To:** Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Subject:** FW: You Are Invited: Teachers Think Tank , Friday, February 23, 2024

Hello

Just a friendly reminder that the deadline to register for the Teachers Think Tank is Wednesday. If you haven't done so yet, please RSVP to [TeachersThinkTank@gov.nl.ca](mailto:TeachersThinkTank@gov.nl.ca)

Thanks.

Nancy

**From:** Hollett, Nancy  
**Sent:** Monday, February 12, 2024 3:53 PM  
**To:** Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Subject:** You Are Invited: Teachers Think Tank , Friday, February 23, 2024

**From:** King, Tracy  
**Sent:** Monday, February 19, 2024 4:59 PM  
**To:** Hollett, Nancy, TeachersThinkTank  
**Cc:** Sexton, Maureen  
**Subject:** RE: You Are Invited: Teachers Think Tank , Friday, February 23, 2024

I am attending.

**From:** Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Sent:** Monday, February 19, 2024 2:54 PM  
**To:** Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Subject:** FW: You Are Invited: Teachers Think Tank , Friday, February 23, 2024

Hello

Just a friendly reminder that the deadline to register for the Teachers Think Tank is Wednesday. If you haven't done so yet, please RSVP to [TeachersThinkTank@gov.nl.ca](mailto:TeachersThinkTank@gov.nl.ca)

Thanks.

Nancy

**From:** Hollett, Nancy  
**Sent:** Monday, February 12, 2024 4:03 PM  
**To:** Hollett, Nancy <NancyHollett@gov.nl.ca>; Hayes, Robyn <RobynHayes@gov.nl.ca>  
**Subject:** You Are Invited: Teachers Think Tank , Friday, February 23, 2024

**From:** Linehan, Scott  
**Sent:** Monday, February 19, 2024 7:00 PM  
**To:** Selena Mell  
**Cc:** Peter Smith  
**Subject:** Re: Sub Time

Marie-Chantal Hurley, Ecole des Grand-Vents

Sent from my iPhone

On Feb 19, 2024, at 6:08 PM, Selena Mell <selenamell@csfp.nl.ca> wrote:

**CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.**

Do we have the name of the employee(s).  
Selena

Get [Outlook for iOS](#)

**From:** Linehan, Scott <SLinehan@gov.nl.ca>  
**Sent:** Monday, February 19, 2024 4:41:41 PM  
**To:** Selena Mell <selenamell@csfp.nl.ca>; Peter Smith <psmith@csfp.nl.ca>  
**Subject:** Sub Time

Selena, Peter

NLSchools are providing sub leave for their teachers to attend the Teacher's Think Tank, however, it has come to our attention that the attendee from CSFP will be using a school bank.

Are you able to cover this day on district leave for consistency across systems?

Please confirm.

Thank you.

Scott

**SCOTT LINEHAN, Ph.D. | Assistant Deputy Minister (K-12 Education)**  
**Department of Education**  
**Government of Newfoundland & Labrador**  
**P.O. Box 8700, St. John's, NL A1B 4J6**  
**(709) 729-5720**

**From:** Selena Mell <selenamell@csfp.nl.ca>  
**Sent:** Monday, February 19, 2024 8:21 PM  
**To:** Linehan, Scott, Peter Smith  
**Subject:** Re: Sub Time

We can provide the leave for this.  
Selena

**De :** Linehan, Scott <SLinehan@gov.nl.ca>  
**Envoyé :** 19 février 2024 16:41  
**À :** Selena Mell <selenamell@csfp.nl.ca>; Peter Smith <psmith@csfp.nl.ca>  
**Objet :** Sub Time

Selena, Peter

NLSchools are providing sub leave for their teachers to attend the Teacher's Think Tank, however, it has come to our attention that the attendee from CSFP will be using a school bank.

Are you able to cover this day on district leave for consistency across systems?

Please confirm.

Thank you.

Scott

**SCOTT LINEHAN, Ph.D. | Assistant Deputy Minister (K-12 Education)**  
**Department of Education**  
**Government of Newfoundland & Labrador**  
**P.O. Box 8700, St. John's, NL A1B 4J6**  
**(709) 729-5720**

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**From:** Sexton, Maureen  
**Sent:** Tuesday, February 20, 2024 8:33 AM  
**To:** TeachersThinkTank  
**Subject:** Teachers Think Tank - February 21, 2024

Tracy King will be attending.

Thanks,  
Maureen

**Maureen Sexton | Administrative Assistant to the Deputy Minister**  
Department of Education  
St. John's, Newfoundland and Labrador  
Phone: (709) 729-3955

**From:** Whalen, Sharon E (EDU)  
**Sent:** Tuesday, February 20, 2024 8:34 AM  
**To:** Hollett, Nancy  
**Subject:** Think Tank notetakers

s. 40(1)

Hi Nancy,

██████████ reached out to let me know that she ██████████  
██████████ but meanwhile feels that being an online notetaker on Friday would not be the best idea ██████████  
██████████

Thanks,  
Sharon



Government of  
Newfoundland and Labrador

Department of Education

P.O. Box 8700  
St. John's NL  
Canada  
A1B 4J6

**Sharon Whalen**

Director  
Programs & Services Division

E-Mail: [sewhalen@gov.nl.ca](mailto:sewhalen@gov.nl.ca)

**From:** Noble, Tanya  
**Sent:** Tuesday, February 20, 2024 10:13 AM  
**To:** Hollett, Nancy, Jennifer Tulk  
**Cc:** Mitchelmore, Nina, George, Kristina (EC-OPE)  
**Subject:** RE: Revised Questions  
**Attachments:** Teachers Think Tank Questions v2\_PEP Comments.docx

Good morning,

We will check on the new data and get back to you asap...stay tuned.

We are juggling some sessions this week...I took a look at the questions and have minor suggestions attached. Nina and Kristina may have feedback as well.

**From:** Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Sent:** Monday, February 19, 2024 10:36 AM  
**To:** Jennifer Tulk <jtulk@nlta.ca>  
**Cc:** Noble, Tanya <tanyanoble@gov.nl.ca>; Mitchelmore, Nina <ninamitchelmore@gov.nl.ca>; George, Kristina (EC-OPE) <KGeorge@gov.nl.ca>  
**Subject:** Re: Revised Questions

We have no issues with the new questions.

On Feb 19, 2024, at 10:01 AM, Jennifer Tulk <jtulk@nlta.ca> wrote:

Good Morning,

Just touching base to see if these questions are good to go? If so, I will incorporate them into my agenda.

Nancy, do you think that your branding folks will be able to format the agenda? I can certainly have my graphic designer do it.

And, I'm being asked what the final tally was on the questionnaire! 😊 Wondering if you can give me the final numbers.

Thanks,  
Jennifer

**From:** Jennifer Tulk  
**Sent:** Friday, February 16, 2024 3:29 PM  
**To:** Noble, Tanya <tanyanoble@gov.nl.ca>; Mitchelmore, Nina <ninamitchelmore@gov.nl.ca>; George, Kristina (EC-OPE) <KGeorge@gov.nl.ca>; Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Subject:** Revised Questions

Thanks for your feedback on the questions.

Here are our revised questions for your review. I've included some probing questions as well.

Thanks,

Jenn

**Jennifer Tulk (she/her) |** Communications Officer  
Newfoundland and Labrador Teachers' Association  
Tel: 709-726-3223, 1-800-563-3599 ext 228  
Cell: 709-682-3751

[jtulk@nlta.nl.ca](mailto:jtulk@nlta.nl.ca)

[www.nlta.nl.ca](http://www.nlta.nl.ca)

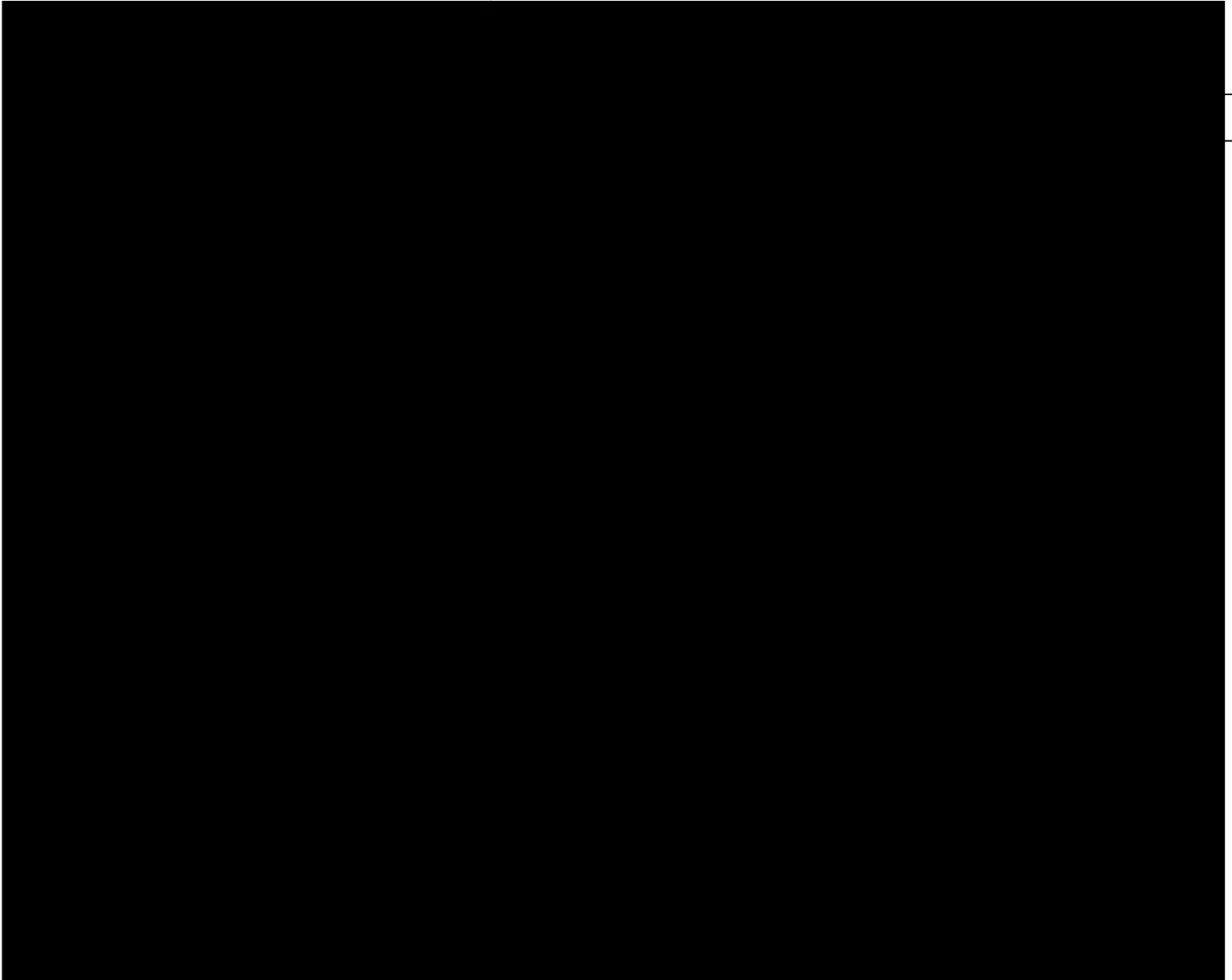
<image001.jpg>

<image002.jpg>

[SCENT POLICY](#) [MISSION STATEMENT](#) [CONFIDENTIALITY](#)

s. 29(1)(a)

**Teachers Think Tank – February 23**



**From:** Hollett, Nancy  
**Sent:** Wednesday, February 21, 2024 12:23 PM  
**To:** Picco, Angela  
**Subject:** Updated Agenda\_Teachers Think Tank\_Feb23\_.docx  
**Attachments:** Updated Agenda\_Teachers Think Tank\_Feb23\_.docx

Hi

Would you be able to ask branding to make this look nice and put into a PDF for us? I need to send it out tomorrow morning.

Thanks.

Nancy

# AGENDA

## Teachers Think Tank

**Date: February 23, 2024****Time: 8:30 am – 3:00 pm****Location: Virtual**

- |   |          |
|---|----------|
| 1. Welcoming Remarks  | 8:30 am  |
| <ul style="list-style-type: none"> <li>• Honourable Andrew Furey, Premier of Newfoundland and Labrador</li> <li>• Honourable Krista Lynn Howell, Minister of Education</li> <li>• Mr. Trent Langdon, President, NLTA</li> </ul>   |          |
| 2. Housekeeping/Session Overview  | 8:50 am  |
| 3. Lived Experience Panel #1 (4 members)  | 9:00 am  |
| <ul style="list-style-type: none"> <li>• Krista Goulding, Bishop Field Elementary</li> <li>• Beth Loder, Menihek High</li> <li>• Chantal Hollett, Exploits Valley Intermediate</li> <li>• Greg Williams, St. Peter's Junior High</li> </ul>   |          |
| 4. Refreshment Break  | 9:30 am  |
| 5. An Overview of Research Findings from Think Tank Questionnaire   | 9:40 am  |
| <ul style="list-style-type: none"> <li>• Presentation by Joanne Hogan, Director of Evaluation and Research</li> </ul>   |          |
| 6. Break-Out Room Discussion Cycle 1  | 10:00 am |
| <ul style="list-style-type: none"> <li>• <i>Personally and/or based on what you have observed with colleagues – what are the top factors impacting teachers' mental health and well-being, and what are some tangible actions that could help improve teachers' mental health and well-being?</i></li> </ul>        |          |
| 7. Updates on current recruitment and retention initiatives.  | 10:35 am |
| <ul style="list-style-type: none"> <li>• Update from Andrew Hickey, SMO Human Resources, and Dan O'Brien, Recruiting Manager, Government of NL</li> <li>• Update from Selena Mell, Directrice générale de l'éducation / Director of Education, CSFP</li> </ul>  |          |
| 8. Refreshment Break  | 10:55 am |
| 9. Report back from Break-Out Rooms   | 11:05 am |
| 10. Break-Out Room Discussion Cycle 2   | 11:10 am |
| <ul style="list-style-type: none"> <li>• <i>Class size and composition have been identified through the questionnaire as a major concern for teachers – what focus areas need to be prioritized to effectively address the challenges presented by large class sizes and complex class compositions?</i></li> </ul> |          |
| 11. Break for lunch.  | 11:45 am |
| 12. Keynote Address   | 12:15 pm |
| <ul style="list-style-type: none"> <li>• Heidi Yetman, President, Canadian Teachers' Federation</li> </ul>  |          |
| 13. Report back from Break-Out Rooms  | 12:35 pm |
| 14. Lived Experience Panel  | 12:40 pm |

# AGENDA

## Teachers Think Tank

**Date: February 23, 2024      Time: 8:30 am – 3:00 pm      Location: Virtual**

- Marie-Chantal Hurley, Ecole des Grand-Vents
- Brent Gill, St. Josephs All-Grade
- Dionne Snow, Elwood Regional High

15. Break-Out Room Discussion Cycle 3 1:10 pm

- *Reflecting on the factors that contributed to your decision to become a teacher – what needs to happen to encourage more people to choose teaching as their profession?*

16. Refreshment Break 1:45 pm

17. Report back from Break-Out Rooms 1:55 pm

18. Break-Out Room Discussion Cycle 4 2:00 pm

- *What issues should the Provincial Government prioritize in the K-12 public education system which, if addressed, would have a positive impact on teacher recruitment and retention? Please state the issue(s) and how you think Government should address them?*

19. Report back from Break-Out Rooms 2:45 pm

20. Closing Remarks 2:50 pm

- Tracy King, DM, Department of Education (or Minister Howell)
- Trent Langdon, NLTA

**From:** Picco, Angela  
**Sent:** Wednesday, February 21, 2024 12:26 PM  
**To:** Mackey, Patrick  
**Cc:** Robinson, Lynn  
**Subject:** Time Sensitive Request - Teachers' Think Tank Agenda  
**Attachments:** Updated Agenda\_Teachers Think Tank\_Feb23\_.docx

Hi Pat,

Apologies for the short timeframe; we have another item needed for the Teachers' Think Tank. Could marketing appropriately brand/make pretty the attached agenda? We would need it by tomorrow morning as we need to send in advance of Friday's event.

Thanks,  
Angela

**Angela Picco (*shelherhers*)**  
Director of Communications  
Department of Education  
Government of Newfoundland and Labrador  
Office: (709) 729-3879  
Cell: (709) 687-4753  
[angelapicco@gov.nl.ca](mailto:angelapicco@gov.nl.ca)



# AGENDA

## Teachers Think Tank

**Date: February 23, 2024****Time: 8:30 am – 3:00 pm****Location: Virtual**

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| <ul style="list-style-type: none"> <li>• Honourable Andrew Furey, Premier of Newfoundland and Labrador</li> <li>• Honourable Krista Lynn Howell, Minister of Education</li> <li>• Mr. Trent Langdon, President, NLTA</li> </ul>   |          |
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| 3. Lived Experience Panel #1 (4 members)  | 9:00 am  |
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| 4. Refreshment Break  | 9:30 am  |
| 5. An Overview of Research Findings from Think Tank Questionnaire   | 9:40 am  |
| <ul style="list-style-type: none"> <li>• Presentation by Joanne Hogan, Director of Evaluation and Research</li> </ul>   |          |
| 6. Break-Out Room Discussion Cycle 1  | 10:00 am |
| <ul style="list-style-type: none"> <li>• <i>Personally and/or based on what you have observed with colleagues – what are the top factors impacting teachers' mental health and well-being, and what are some tangible actions that could help improve teachers' mental health and well-being?</i></li> </ul>        |          |
| 7. Updates on current recruitment and retention initiatives.  | 10:35 am |
| <ul style="list-style-type: none"> <li>• Update from Andrew Hickey, SMO Human Resources, and Dan O'Brien, Recruiting Manager, Government of NL</li> <li>• Update from Selena Mell, Directrice générale de l'éducation / Director of Education, CSFP</li> </ul>  |          |
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| <ul style="list-style-type: none"> <li>• <i>Class size and composition have been identified through the questionnaire as a major concern for teachers – what focus areas need to be prioritized to effectively address the challenges presented by large class sizes and complex class compositions?</i></li> </ul> |          |
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| <ul style="list-style-type: none"> <li>• Heidi Yetman, President, Canadian Teachers' Federation</li> </ul>  |          |
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| 14. Lived Experience Panel  | 12:40 pm |

# AGENDA

## Teachers Think Tank

**Date: February 23, 2024      Time: 8:30 am – 3:00 pm      Location: Virtual**

- Marie-Chantal Hurley, Ecole des Grand-Vents
- Brent Gill, St. Josephs All-Grade
- Dionne Snow, Elwood Regional High

15. Break-Out Room Discussion Cycle 3 1:10 pm

- *Reflecting on the factors that contributed to your decision to become a teacher – what needs to happen to encourage more people to choose teaching as their profession?*

16. Refreshment Break 1:45 pm

17. Report back from Break-Out Rooms 1:55 pm

18. Break-Out Room Discussion Cycle 4 2:00 pm

- *What issues should the Provincial Government prioritize in the K-12 public education system which, if addressed, would have a positive impact on teacher recruitment and retention? Please state the issue(s) and how you think Government should address them?*

19. Report back from Break-Out Rooms 2:45 pm

20. Closing Remarks 2:50 pm

- Tracy King, DM, Department of Education (or Minister Howell)
- Trent Langdon, NLTA

**From:** George, Kristina (EC-OPE)  
**Sent:** Wednesday, February 21, 2024 1:54 PM  
**To:** Hollett, Nancy  
**Cc:** Noble, Tanya, Mitchelmore, Nina  
**Subject:** TTT - meeting invite  
**Attachments:** virtual meeting invitation.docx

**Kristina George (she/her)**

Regional Partnership Planner  
Public Engagement and Planning Division  
Communications and Public Engagement Branch  
Executive Council  
Government of Newfoundland and Labrador  
E: [kgeorge@gov.nl.ca](mailto:kgeorge@gov.nl.ca)  
T: 709-729-6845  
C: 709-631-8244

Thank you for your interest in the **Virtual Teacher Think Tank** in consultation with the Department of Education and the Newfoundland and Labrador Teachers Association on Friday, February 23, 2024 from 8:30 a.m. to 3:00 p.m.

Webex will be used for this session.

We encourage you to join the meeting at the link below **5 minutes prior to the start** of the session. You can join the meeting through your web browser or by downloading the Webex app.

Please test your Internet connection in advance of the meeting, and ensure your headphones/speakers and microphone are working. When you sign in you will be placed in the meeting lobby until entry is permitted.

The link provided below is for your use only. If you are no longer able to participate, please let us know so we can remove you from the list.

This event will be supported by closed captioning (CC). **If you require any disability related accommodations please let us know by responding to this email.**

If you experience trouble joining the meeting, please contact Kristina George by email at [kgeorge@gov.nl.ca](mailto:kgeorge@gov.nl.ca) or by phone at 709 631 8244.

**INSERT WEBEX LINK HERE**

**From:** Mitchelmore, Nina  
**Sent:** Wednesday, February 21, 2024 2:03 PM  
**To:** Hollett, Nancy  
**Cc:** Noble, Tanya, George, Kristina (EC-OPE)  
**Subject:** Invite  
**Attachments:** virtual meeting invitation.docx

**Nina Mitchelmore**

Engagement Planner, Public Engagement & Planning Division

**Executive Council, Communications and Public Engagement Branch**  
Government of Newfoundland and Labrador

709 457-7699 | [ninamitchelmore@gov.nl.ca](mailto:ninamitchelmore@gov.nl.ca)



Thank you for your interest in the **Virtual Teacher Think Tank** in consultation with the Department of Education and the Newfoundland and Labrador Teachers Association on Friday, February 23, 2024 from 8:30 a.m. to 3:00 p.m.

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If you experience trouble joining the meeting, please contact Kristina George by email at [kgeorge@gov.nl.ca](mailto:kgeorge@gov.nl.ca) or by phone at 709 631 8244.

[Join meeting](#)

**From:** Noble, Tanya  
**Sent:** Wednesday, February 21, 2024 2:16 PM  
**To:** JeanniePark@nlschool.ca  
**Cc:** Mitchelmore, Nina, George, Kristina (EC-OPE), Hollett, Nancy  
**Subject:** Orientation for Teachers Think Tank

Hi Jeannie,

Thanks so much for agreeing to help out at the Teachers Think Tank on Friday. Are you available to do a quick orientation in the morning? 9:00 or 11:00am? If not is there a better time?

**Tanya Noble**

Engagement Planner  
Executive Council, Communication and Public Engagement Branch  
Government of Newfoundland and Labrador

709-678-7588 | [tanyanoble@gov.nl.ca](mailto:tanyanoble@gov.nl.ca)

**From:** Picco, Angela  
**Sent:** Wednesday, February 21, 2024 4:34 PM  
**To:** Hollett, Nancy  
**Subject:** FW: Teacher's Think Tank Agenda  
**Attachments:** Teachers Think Tank.pdf

See attached.

**Angela Picco (*she/her/hers*)**

Director of Communications  
Department of Education  
Government of Newfoundland and Labrador  
Office: (709) 729-3879  
Cell: (709) 687-4753  
[angelapicco@gov.nl.ca](mailto:angelapicco@gov.nl.ca)



**From:** Mackey, Patrick <PatrickMackey@gov.nl.ca>  
**Sent:** Wednesday, February 21, 2024 4:33 PM  
**To:** Picco, Angela <angelapicco@gov.nl.ca>  
**Subject:** Teacher's Think Tank Agenda

Angela:

See attached agenda PDF for approval. If all is good, that file is good to go.

Cheers,  
Pat

**Patrick Mackey**  
Executive Council, Communications  
Marketing and Brand Management  
Government of Newfoundland and Labrador  
T 709.729.0075

# Teachers Think Tank

# AGENDA

February 23, 2024 • 8:30 am - 3:00 pm

8:30 am **Welcoming Remarks**

- Honourable Andrew Furey, Premier of Newfoundland and Labrador
- Honourable Krista Lynn Howell, Minister of Education
- Mr. Trent Langdon, President, NLTA

8:50 am **Housekeeping/Session Overview**

9:00 am **Lived Experience Panel #1 (4 members)**

- Krista Goulding, Bishop Field Elementary
- Beth Loder, Menihek High
- Chantal Hollett, Exploits Valley Intermediate
- Greg Williams, St. Peter's Junior High

9:30 am **Refreshment Break**

9:40 am **An Overview of Research Findings from Think Tank Questionnaire**

- Presentation by Joanne Hogan, Director of Evaluation and Research

10:00 am **Break-Out Room Discussion Cycle 1**

- Personally and/or based on what you have observed with colleagues – what are the top factors impacting teachers' mental health and well-being, and what are some tangible actions that could help improve teachers' mental health and well-being?

10:35 am **Updates on current recruitment and retention initiatives**

- Update from Andrew Hickey, SMO Human Resources, and Dan O'Brien, Recruiting Manager, Government of NL
- Update from Selena Mell, Directrice générale de l'éducation / Director of Education, CSFP

10:55 am **Refreshment Break**

11:05 am **Report back from Break-Out Rooms**



# Teachers Think Tank **AGENDA**

11:10 am **Break-Out Room Discussion Cycle 2**

- Class size and composition have been identified through the questionnaire as a major concern for teachers – what focus areas need to be prioritized to effectively address the challenges presented by large class sizes and complex class compositions?

11:45 am **Break for lunch**

12:15 pm **Keynote Address**

- Heidi Yetman, President, Canadian Teachers' Federation

12:35 pm **Report back from Break-Out Rooms**

12:40 pm **Lived Experience Panel**

- Marie-Chantal Hurley, Ecole des Grand-Vents
- Brent Gill, St. Josephs All-Grade
- Dionne Snow, Elwood Regional High

1:10 pm **Break-Out Room Discussion Cycle 3**

- Reflecting on the factors that contributed to your decision to become a teacher – what needs to happen to encourage more people to choose teaching as their profession?

1:45 pm **Refreshment Break**

1:55 pm **Report back from Break-Out Rooms**

2:00 pm **Break-Out Room Discussion Cycle 4**

- What issues should the Provincial Government prioritize in the K-12 public education system which, if addressed, would have a positive impact on teacher recruitment and retention? Please state the issue(s) and how you think Government should address them.

2:45 pm **Report back from Break-Out Rooms**

2:50 pm **Closing Remarks**

- Tracy King, DM, Department of Education (or Minister Howell)
- Trent Langdon, NLTA



**From:** Linehan, Scott  
**Sent:** Thursday, February 22, 2024 9:28 AM  
**To:** Robinson, Lynn  
**Subject:** RE: For ASAP Review: SN - Minister Opening Remarks Teachers Think Tank

Good.

**From:** Robinson, Lynn <LynnRobinson@gov.nl.ca>  
**Sent:** Thursday, February 22, 2024 9:26 AM  
**To:** Hayes, Robyn <RobynHayes@gov.nl.ca>; Terry Hall <terryhall@nlschools.ca>; Linehan, Scott <SLinehan@gov.nl.ca>  
**Cc:** Picco, Angela <angelapicco@gov.nl.ca>  
**Subject:** For ASAP Review: SN - Minister Opening Remarks Teachers Think Tank  
**Importance:** High

Hi Scott, Terry and Robyn,

Attached for asap review are opening remarks for the Minister for the Teachers Think Tank tomorrow.

Thanks,  
Lynn

**Lynn Robinson**  
**Media Relations Manager**  
Department of Education  
Government of Newfoundland and Labrador  
709-729-1906 | 691-9466  
[lynnrobinson@gov.nl.ca](mailto:lynnrobinson@gov.nl.ca)

**Speaking Notes**  
**Honourable Krista Lynn Howell, Minister of Education**  
**Teachers Think Tank (Virtual)**  
**Friday, February 23, 2024 at 8:30 a.m.**

---

- Thank you, \_\_\_\_\_. Good morning everyone.
- I am happy to join the Premier today in welcoming everyone to the Teachers Think Tank.
- Thanks to the NLTA for their collaboration on this effort and to all educators that are participating.
- Teachers and administrators play a key role in contributing to the social and economic fabric of our province.

- Our government understands the value of teachers, and we will continue to work towards supporting the recruitment and retention of those professionals.
- I am looking forward to hearing what everyone has to say today on the challenges you face and, more importantly, to identify solutions to address those challenges.
- As the Premier mentioned, this is a safe space to share your feelings and opinions today.
- We need honest conversations to find real, meaningful solutions.
- Not only will these solutions help each of you as educators, but they will also help foster more positive educational experiences for students.
- That is what we all want – a positive educational experience and journey for all teachers, administrators, and students.
- Today, the agenda includes discussions that will help strategize innovative short-, medium-, and long-term measures to build on the recently ratified collective agreement and ultimately improve the retention and recruitment of teachers in Newfoundland and Labrador.
- Before things get started, I also must mention the incredible response received for the online survey that was completed by teachers and administrators.

- As the Premier said, over 2,200 responses were recorded.
- It is very encouraging to see that level of participation, and I know today's Think Tank will lead to more sharing and conversations about how to improve and support our educators.
- I eagerly await the feedback from today's discussions and how we can move forward and look at solutions.
- Thank you.

**From:** Robinson, Lynn  
**Sent:** Thursday, February 22, 2024 9:31 AM  
**To:** Linehan, Scott  
**Subject:** RE: For ASAP Review: SN - Premier's Opening Remarks - Teachers Think Tank

Thanks!

**From:** Linehan, Scott <SLinehan@gov.nl.ca>  
**Sent:** Thursday, February 22, 2024 9:30 AM  
**To:** Robinson, Lynn <LynnRobinson@gov.nl.ca>  
**Subject:** RE: For ASAP Review: SN - Premier's Opening Remarks - Teachers Think Tank

s. 29(1)(a)

Good.

**From:** Robinson, Lynn <LynnRobinson@gov.nl.ca>  
**Sent:** Thursday, February 22, 2024 9:27 AM  
**To:** Hayes, Robyn <RobynHayes@gov.nl.ca>; Terry Hall <terryhall@nlschools.ca>; Linehan, Scott <SLinehan@gov.nl.ca>  
**Cc:** Picco, Angela <angelapicco@gov.nl.ca>  
**Subject:** For ASAP Review: SN - Premier's Opening Remarks - Teachers Think Tank  
**Importance:** High

Hi Scott, Terry and Robyn,

Attached for review are opening remarks for the Premier tomorrow for the Teachers Think Tank. Let us know of any changes asap.

Thanks,  
Lynn

**Lynn Robinson**  
**Media Relations Manager**  
Department of Education  
Government of Newfoundland and Labrador  
709-729-1906 | 691-9466  
[lynnrobinson@gov.nl.ca](mailto:lynnrobinson@gov.nl.ca)

**Speaking Notes**  
**Honourable Dr. Andrew Furey, Premier of Newfoundland and Labrador**  
**Teachers Think Tank (Virtual)**  
**Friday, February 23, 2024 at 8:30 a.m.**

---

- Thank you, \_\_\_\_\_ and good morning everyone.
- Welcome to the Teachers Think Tank.

- It is a pleasure to join all of you today as you begin a day of robust discussions on the teaching profession, the day-to-day challenges that you experience, and the overall teaching experience in Newfoundland and Labrador.
- As Premier, supporting our educators is very important to me. I want to assure you that this is a safe space for everyone to share thoughts, feelings, and opinions.
- Some of the topics may be hard to discuss, or might result in lively conversation. And that's okay. We need to dig in to the hard parts so that we can identify solutions to address some of these issues.
- I am confident that we have a talented workforce of educators and administrators that are making a difference in the lives of students each and every day.
- Over 2,200 teachers and administrators completed the online questionnaire related to recruitment and retention. That is an astounding number of people that were compelled to share their feedback, who care about the education system in this province, and who want to create positive changes.
- We know how important teachers are and the role they play in helping to shape the future generation of Newfoundlanders and Labradorians.
- We also know that there are challenges being faced in the classrooms, at schools, and in the systems that are creating barriers for recruitment and retention.

- Make no mistake, it is vital that we work collaboratively with the NLTA and others to appropriately address challenges such as recruitment and retention of teachers.
- Today's Teachers' Think Tank will provide a dedicated forum to hear directly from you and determine opportunities to address those challenges head on.
- Our government believes in education. We believe in the importance of a positive learning environment. And I believe in all of you.
- Teachers are some of the most creative and innovative people we have in our province. I have no doubt that today's Think Tank will result in some actions that our government can implement to further support the teaching workforce of today and tomorrow.
- I am looking forward to hearing the diverse opinions and ideas that are presented during conversations today.
- Thank you

**From:** Barron, Tonya  
**Sent:** Thursday, February 22, 2024 9:35 AM  
**To:** Noble, Tanya, Butt, Kim, Hollett, Nancy  
**Cc:** Dogurga, SherrieLynn  
**Subject:** RE: Think Tank

Hi There,

Just wondering if working from home would be permitted as we have been previously directed that we are not permitted to work from home under any circumstances (unless granted an official accommodation) (A department wide directive)

Thanks! ,

Tonya

**From:** Noble, Tanya <tanyanoble@gov.nl.ca>  
**Sent:** Thursday, February 22, 2024 9:29 AM  
**To:** Butt, Kim <KimButt@gov.nl.ca>; Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Cc:** Dogurga, SherrieLynn <SherrieLynnDogurga@gov.nl.ca>; Barron, Tonya <TonyaBarron@gov.nl.ca>  
**Subject:** RE: Think Tank

Hi Kim,

Thanks for reaching out. I will refer that question to Nancy (included in this email).

I would suggest being prepared either way if you have that ability.

Looking forward to tomorrow! Reach out if you have any other questions or concerns.

### **Tanya Noble**

Engagement Planner  
Executive Council, Communication and Public Engagement Branch  
Government of Newfoundland and Labrador  
**709-678-7588** | [tanyanoble@gov.nl.ca](mailto:tanyanoble@gov.nl.ca)

**From:** Butt, Kim <KimButt@gov.nl.ca>  
**Sent:** Thursday, February 22, 2024 8:30 AM  
**To:** Noble, Tanya <tanyanoble@gov.nl.ca>  
**Cc:** Dogurga, SherrieLynn <SherrieLynnDogurga@gov.nl.ca>; Barron, Tonya <TonyaBarron@gov.nl.ca>  
**Subject:** Think Tank

Hi Tanya,

With the weather forecasted for St. John's, I was wondering if the think tank is going ahead and should I bring my laptop home just in case?

Thanks,  
Kim

Kim Butt  
Policy and Program Development Specialist  
Early Learning and Child Development Division  
Department of Education  
Phone: 729-3593  
[kimbutt@gov.nl.ca](mailto:kimbutt@gov.nl.ca)

Office 3503B  
3<sup>rd</sup> Floor, West Block  
Confederation Building  
P.O. Box 8700  
St. John's, NL  
A1B 4J6

**From:** Hayes, Robyn  
**Sent:** Thursday, February 22, 2024 9:41 AM  
**To:** Robinson, Lynn, Terry Hall, Linehan, Scott  
**Cc:** Picco, Angela  
**Subject:** RE: For ASAP Review: SN - Minister Opening Remarks Teachers Think Tank

One small suggestion below.

Robyn

**From:** Robinson, Lynn <LynnRobinson@gov.nl.ca>  
**Sent:** Thursday, February 22, 2024 9:26 AM  
**To:** Hayes, Robyn <RobynHayes@gov.nl.ca>; Terry Hall <terryhall@nlschools.ca>; Linehan, Scott <SLinehan@gov.nl.ca>  
**Cc:** Picco, Angela <angelapicco@gov.nl.ca>  
**Subject:** For ASAP Review: SN - Minister Opening Remarks Teachers Think Tank  
**Importance:** High

Hi Scott, Terry and Robyn,


Attached for asap review are opening remarks for the Minister for the Teachers Think Tank tomorrow.

Thanks,  
Lynn

**Lynn Robinson**  
**Media Relations Manager**  
Department of Education  
Government of Newfoundland and Labrador  
709-729-1906 | 691-9466  
[lynnrobinson@gov.nl.ca](mailto:lynnrobinson@gov.nl.ca)

**Speaking Notes**  
**Honourable Krista Lynn Howell, Minister of Education**  
**Teachers Think Tank (Virtual)**  
**Friday, February 23, 2024 at 8:30 a.m.**

---

- Thank you, \_\_\_\_\_. Good morning everyone.
- I am happy to join the Premier today in welcoming everyone to the Teachers Think Tank.
- s. 29(1)(a)  NLTA for their collaboration on this effort and to all educators that are participating.

- Teachers and administrators play a key role in contributing to the social and economic fabric of our province.
- Our government understands the value of teachers, and we will continue to work towards supporting the recruitment and retention of those professionals.
- I am looking forward to hearing what everyone has to say today on the challenges you face and, more importantly, to identify solutions to address those challenges.
- As the Premier mentioned, this is a safe space to share your feelings and opinions today.
- We need honest conversations to find real, meaningful solutions.
- Not only will these solutions help each of you as educators, but they will also help foster more positive educational experiences for students.
- That is what we all want – a positive educational experience and journey for all teachers, administrators, and students.
- Today, the agenda includes discussions that will help strategize innovative short-, medium-, and long-term measures to build on the recently ratified collective agreement and ultimately improve the retention and recruitment of teachers in Newfoundland and Labrador.

- Before things get started, I also must mention the incredible response received for the online survey that was completed by teachers and administrators.
- As the Premier said, over 2,200 responses were recorded.
- It is very encouraging to see that level of participation, and I know today's Think Tank will lead to more sharing and conversations about how to improve and support our educators.
- I eagerly await the feedback from today's discussions and how we can move forward and look at solutions.
- Thank you.

**From:** Buck, Cory  
**Sent:** Thursday, February 22, 2024 9:46 AM  
**To:** Hollett, Nancy  
**Cc:** Senior, Pam  
**Subject:** RE: PPIA Checklist Teachers Think Tank Engagement - JFebruary 21.xlsx  
**Attachments:** Copy of PPIA Checklist Teachers Think Tank Engagement - JFebruary 21.xlsx

Hi Nancy,

No issues with this one, its looks pretty straight forward. The only question I have is related to the section that is highlighted in yellow, I am not sure what PIA this is referring to.

Thanks,

Cory

**Cory Buck**

709.729.7425 (t) | [corybuck@gov.nl.ca](mailto:corybuck@gov.nl.ca)

**From:** Hollett, Nancy <NancyHollett@gov.nl.ca>  
**Sent:** Wednesday, February 21, 2024 4:08 PM  
**To:** Buck, Cory <CoryBuck@gov.nl.ca>  
**Subject:** PPIA Checklist Teachers Think Tank Engagement - JFebruary 21.xlsx  
**Importance:** High

Hi

We have the next phase of the think tank on Friday and I forgot about the PPIA. I'm calling Stephen shortly. This is pretty simple. Are you able to have a look and let me know if it's good to send?

Nancy

# Public Engagement PPIA

This checklist is to be completed by public bodies and submitted to the ATIPP Office electronically. If you need assistance completing this PPIA, please contact the Senior Privacy Analyst assigned to your public body, or call the ATIPP Office at 729-7072 or email: ATIPPOffice@gov.nl.ca .

## GENERAL INFORMATION

Name of Engagement Activity: **Teachers Think Tank**

Public Body: **Education**

Contact Name: **Nancy Hallett**

Contact Title: **Director of Communications - Integration**

Contact Phone Number: **709-729-0048**

Contact Email: **[NancyHallett@gov.nl.ca](mailto:NancyHallett@gov.nl.ca)**

PPIA Completed By: **Nancy Hallett**

Title: **Director of Communications - Integration**

Phone Number: **709-729-0048**

Email: **[NancyHallett@gov.nl.ca](mailto:NancyHallett@gov.nl.ca)**

Date PPIA Completed: **21-Feb-24**

## PROJECT OVERVIEW

**1 Which of the following best describes this project?**

- One time engagement
- New annual or ongoing engagement
- Existing annual or ongoing engagement

Other

**2 Briefly describe the topic of this engagement activity**

The Teachers Think Tank will provide a dedicated form to hear directly from teachers and determine opportunities to address those challenges head on.

**3 Who will you be collecting responses from? Select all that apply**

- General Public
- Targeted stakeholder groups - Educators and Parents/Guardians from school catchment area.
- Individuals in their professional capacity
- Other

**4 How will the engagement activity be conducted? Select all that apply**

- Online form
- Online engagement document with emailed responses
- Public engagement sessions
- Stakeholder sessions by invite
- Other

Comments:

**4A If conducted in person, will any accommodations or allergy notices be requested?**

- Yes
- No
- Unknown

**5 What questions will you ask in the engagement activities? Please list all questions or attach the engagement document. Make sure to also include any demographic information you plan to collect.**

as attached

## COLLECTION of PERSONAL INFORMATION

**6 Will you be collecting the names of individuals who participate in the engagement activity(ies)?**

- Yes, our records will contain the names connected with the opinions or other information of those responding
- We will have a list of those responding or attending sessions, but not who said what
- No
- Other (please describe)

**6A Are you collecting any other information that can be used to identify someone (eg. email address, etc.). If so, please list this information**

**7 Are opinions being collected in a personal or professional capacity?**

- A professional capacity (e.g. individual gives their opinion as an expert in their field, as a representative of an organization, etc.)

- A personal capacity
- Both

Comments:

**8 Please list all personal information you will be collecting (eg. age, gender, etc)**

Type of Personal Information	Purpose for Collection
Information on opinions	The questionnaire is intended to help inform a virtual discussion/workshop being held on February 23. The workshop will focus on solutions to issues of teacher recruitment and retention. General information to guide discussions is being sought.
Name	Attendance is by invitation, but no names will be attributed to statements made at the event.

- Unsolicited information
- 9 Will any of the information collected be used for another purpose?**

- Yes
- No
- Unknown

**9A If yes, please describe the other purpose and indicate if you will obtain consent**

**DISCLOSURE of PERSONAL INFORMATION**

**10 Will any of the following be made available to the public?**

- A "What We Heard" document summarizing responses
- A list of participants
- Responses with names and other identifying information removed
- Full responses from participants, including names of participants

Other

**11 How will information be made available to the public?**

- Information posted online
- Information provided to individuals upon request

Other

**12 Is there any information that will be shared with another public body or organization but not with the public?**

- Yes
- No

If yes, list the type of information and who you will share it with

**SECURITY and SAFEGUARDS**

**13 Have you discussed this project with OCIO/IT personnel to address information security**

- Yes
- No
- Not Applicable

List individuals involved in project security discussions:

**14 Which of the following safeguards are in place to the personal information collected by this engagement activity? Select all that apply. If you need assistance, please contact the ATIPP Office**

**Physical Safeguards for this project**

- Locked file cabinets
- Secure storage areas or records facilities ( e.g. locked rooms, limited employee or public access)
- Secure building access ( e.g. locked entrances, surveillance)
- Not Applicable

Other:

**Administrative Safeguards for this project**

- Security Clearances and/or Background Checks ( e.g. employees, contractors, 3rd party)
- Privacy Clauses in 3rd party contracts
- Privacy Policies and/or Procedures
- Account Management (please attach process to be followed)
- Change Management (please attach process to be followed)
- No Safeguards

- Unknown
- Not Applicable

Other:

**Technical Security/Safeguards for this project**

- Encryption
- Access controls (e.g. user authentication, passwords, locking workstations)
- Data recovery procedures (e.g. Onsite/offsite backup procedures, disaster recovery plans)
- Secure disposal of electronic records
- Not Applicable

Other: EngageNL is the platform used (which has went through the PIA process)

**Access Controls for this project**

- Access monitoring
- Historical auditing
- Exit procedures
- User limitations
- Not Applicable

Other:

**15 Are the physical, technical and administrative security requirements documented?**

<input type="radio"/>	Yes
<input checked="" type="radio"/>	No
<input type="radio"/>	Some are

**ADDITIONAL INFO:**

**16 Can personal information be edited once it is entered into any project system/database? (s.42)**

<input type="radio"/>	Yes - all information can be edited
<input type="radio"/>	Yes - some information can be edited
<input checked="" type="radio"/>	No

If yes (some), list types of information that cannot be edited:

**17 Is there a retention schedule in place for this project?**

<input type="radio"/>	Yes
<input type="radio"/>	No - however, one is being or will be developed
<input checked="" type="radio"/>	No

**18 All additional documentation referenced above has been attached to this PPIA checklist**

<input checked="" type="radio"/>	Yes
<input type="radio"/>	No

If no, provide additional information

Sign Off by Department	
Have the program manager, or the person with responsibility for this project, review the completed PPIA. Once they have reviewed, list their name below and the date. This will be considered their sign-off on the PPIA by the ATIPP Office.	
Program Manager (or equivalent)	Cory Buck (Manager of Information Services)
Date	2/22/2024

Send completed **electronic** copy of this PPIA to the Senior Privacy Analyst assigned to your public body. If you are unsure who the Analyst is, please contact the ATIPP Office at 729-7072 or atippoffice@gov.nl.ca

**Definition of Personal Information:**

Personal information is information that can identify an individual (e.g. name, address, social insurance numbers). Some information on its own is sufficient to identify an individual (e.g. name) whereas in other instances, information must be combined to identify an individual (address, age and gender of the individual). Information that relates directly to and is about an individual is considered the personal information of the individual. It is important to note that while paragraph 2(u) provides examples, it is not an exhaustive list of personal information. Photographs, driver license numbers and social insurance numbers are also considered to be forms of personal information, although they are not specifically included in the definition of personal information.

**Examples of Personal Information****Financial & Banking Information**

credit card number

debit card number

social insurance number (SIN)

income tax information

financial status or history

**Personal Health Information**

MCP

disabilities

test results

medications

health care status or history

**General Personal Information**

educational information (status or history)

employment information (status or history)

criminal record, status or history

date of birth

name

home address

home telephone

personal email address

age

sex

sexual orientation

religious beliefs or associations

national origin

ethnic origin and/or skin colour

political beliefs or associations
marital status
family information or status
anyone else's opinions about the individual
the individual's views or opinions
Photograph
Video

# Privacy Impact Report

## GENERAL INFORMATION

Date PPIA  
submitted

### Risk Analysis

#	Potential Risk	Overall Risk
1		
2		
3		
4		

### Recommendations

#### Project Status

	Approved
	Conditionally Approved - subject to recommendations
	Requires additional analysis
	PIA Required

#### Recommendations

1	
2	
3	
4	
5	
6	

#### Follow-up on Recommendations

	1 month
	6 month
	12 months

### Sign Off

ATIPP Sr. Privacy Analyst	
Date submitted to Public Body	

# Risk Assessment Methodology

## GENERAL INFORMATION

When completing a privacy impact report, assessment of each identified risk must be completed. This assesses the impact of harm in the event of a breach, along with the likelihood of a breach occurring.

### Impact of Event

To determine the impact of a breach, consider the personal information involved and the consequences of the potential impacts. All factors identified in the impact table can, under certain circumstances, be ranked higher or lower. For example, for many, a home mailing address could be considered low risk personal information. That same home mailing address on a database of a women's shelter could be considered high risk personal information, the disclosure of which could cause safety concerns.

Factors affecting impact of risk	Considerations (listed in order from highest impact examples to lowest)
Sensitivity of Information	<ul style="list-style-type: none"> <li>Identity information, financial information, biometrics, health information</li> <li>Educational information, nationality</li> <li>Postal code, low sensitivity personal opinions about low sensitivity topics, e.g. the weather</li> </ul>
Mosaic effect of information	<ul style="list-style-type: none"> <li>Very small population or geographic area, very unique characteristics (e.g. small town)</li> <li>Moderate population or geographic area, potentially identifying characteristics (e.g. region with low population)</li> <li>Large population or geographic area, common characteristics (e.g. province of NL)</li> </ul>
Effect on individuals or third parties	<ul style="list-style-type: none"> <li>Risk of identity theft, physical harm, hurt or humiliation, or risk to business opportunities</li> <li>Pestered by marketers, inconvenienced</li> <li>No effect or unnoticed</li> </ul>
Number of people affected by potential breach	<ul style="list-style-type: none"> <li>101+people</li> <li>11-100 people</li> <li>0-10 people</li> </ul>
Audience of unauthorized disclosures	<ul style="list-style-type: none"> <li>101+people</li> <li>11-100 people</li> <li>0-10 people</li> </ul>
Effect on public bodies credibility of reputation	<ul style="list-style-type: none"> <li>Bad press, political ramifications, public outcry</li> <li>Length of time, if any, system is unavailable</li> <li>Internal ramifications, major process overhauls</li> <li>Expected, of little consequence</li> </ul>

Impact of Breach	
Level	Descriptor
5	Major
4	Significant
3	Moderate
2	Minor
1	Insignificant

<b>Likelihood of Event</b>	
To determine likelihood, public bodies should consider the chance of something happening.	
<b>Factors affecting likelihood of a risk happening</b>	<b>Considerations (listed in order from most likely to least likely)</b>
Content is public facing (i.e. comments section for a web site or a public body's Facebook page)	<ul style="list-style-type: none"> <li>• No moderation or monitoring of content</li> <li>• Content is monitored or moderated during business hours only</li> <li>• All content is moderated before being posted</li> </ul>
Employee access to content	<ul style="list-style-type: none"> <li>• Open access</li> <li>• Role-based access to all client files (i.e. all analysts can access any client file)</li> <li>• Need-to-know access to client files only (i.e. only assigned analyst can access client file)</li> </ul>
Technical security measures	<ul style="list-style-type: none"> <li>• No encryption, no password protection</li> <li>• Password protection only</li> <li>• All content in transit is encrypted and password protected</li> </ul>
Physical security measures	<ul style="list-style-type: none"> <li>• Open, street access (no sign-in, no pass cards). No open storage.</li> <li>• No identification needed for sign-in. Unescorted access.</li> <li>• Restricted, escorted access only.</li> </ul>
Policies	<ul style="list-style-type: none"> <li>• No access policies, no clear-set guidelines regarding information management. No education of existing policies.</li> <li>• Some policies in place, but no education of these policies.</li> <li>• Clear-set policies regarding information management and widespread education provided on these policies.</li> </ul>
Similar breaches in past	<ul style="list-style-type: none"> <li>• public body has had similar breaches in the past and has done nothing to prevent similar breaches from occurring</li> <li>• Public body has had similar breaches in the past and has done some things to prevent similar breaches from occurring (e.g. sent a memo to staff, etc.)</li> <li>• Public body has had similar breaches in the past, has reviewed and updated policies and procedures concerning the collection, use, access,</li> </ul>
Clear legislative authority	<ul style="list-style-type: none"> <li>• Public body does not have legislative authority to collect the personal information collected.</li> <li>• Public body has legislative authority under s.61 (c) of ATIPPA, 2015 to collect personal information for the program/service.</li> <li>• Public body has legislative authority under an Act to specifically collect the personal information collected.</li> </ul>

<b>Likelihood of Breach</b>	
<b>Level</b>	<b>Descriptor</b>
5	Almost certain
4	Likely
3	Possible
2	Unlikely
1	Rare

**Overall Risk Score**

The overall score attributed to the risk of such a breach occurring is calculated based on the likelihood and impact ratings to produce a score and risk level. Overall risk scores should be assessed for each identified risk. While impact and likelihood of breaches list several factors, only apply 1 overall number for impact and one overall number for likelihood. Once risks have been identified and measured, a decision must be made on how to manage the risk.

**Overall Risk (Impact x likelihood)**

Level	Descriptor
20+	Extreme
11-19	High
5-10	Moderate
1-4	Low

**Overall Risk for each potential risk in PIR**

Potential Risk	Impact	Likelihood	Total	Risk Level
Risk of individuals providing unnecessary pers	2	2	4	Low
Risk of retaining information beyond what is r	2	2	4	Low
			0	
			0	





**From:** Robinson, Lynn  
**Sent:** Thursday, February 22, 2024 10:23 AM  
**To:** Terry Hall, Hayes, Robyn  
**Cc:** Linehan, Scott, Picco, Angela  
**Subject:** RE: For ASAP Review: SN - Premier's Opening Remarks - Teachers Think Tank

That's a good point! Thanks. I made those adjustments.

**From:** Terry Hall <terryhall@nlschools.ca>  
**Sent:** Thursday, February 22, 2024 10:17 AM  
**To:** Hayes, Robyn <RobynHayes@gov.nl.ca>  
**Cc:** Linehan, Scott <SLinehan@gov.nl.ca>; Picco, Angela <angelapicco@gov.nl.ca>; Robinson, Lynn <LynnRobinson@gov.nl.ca>  
**Subject:** Re: For ASAP Review: SN - Premier's Opening Remarks - Teachers Think Tank

**CAUTION:** This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hey Lynn....

s. 29(1)(a)

Just my thoughts!

Terry

On Thu, Feb 22, 2024 at 9:44 AM Hayes, Robyn <RobynHayes@gov.nl.ca> wrote:

One small typo identified below, otherwise all good!

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**Sent:** Thursday, February 22, 2024 9:27 AM  
**To:** Hayes, Robyn <[RobynHayes@gov.nl.ca](mailto:RobynHayes@gov.nl.ca)>; Terry Hall <[terryhall@nlschools.ca](mailto:terryhall@nlschools.ca)>; Linehan, Scott <[SLinehan@gov.nl.ca](mailto:SLinehan@gov.nl.ca)>  
**Cc:** Picco, Angela <[angelapicco@gov.nl.ca](mailto:angelapicco@gov.nl.ca)>  
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Thanks,

Lynn

**Lynn Robinson**

**Media Relations Manager**

Department of Education

Government of Newfoundland and Labrador

709-729-1906 | 691-9466

[lynnrobinson@gov.nl.ca](mailto:lynnrobinson@gov.nl.ca)

**Speaking Notes**

**Honourable Dr. Andrew Furey, Premier of Newfoundland and Labrador**

**Teachers Think Tank (Virtual)**

**Friday, February 23, 2024 at 8:30 a.m.**

---

- Thank you, \_\_\_\_\_ and good morning everyone.

- Welcome to the Teachers Think Tank.
- It is a pleasure to join all of you today as you begin a day of robust discussions on the teaching profession, the day-to-day challenges that you experience, and the overall teaching experience in Newfoundland and Labrador.
- As Premier, supporting our educators is very important to me. I want to assure you that this is a safe space for everyone to share thoughts, feelings, and opinions.
- Some of the topics may be hard to discuss, or might result in lively conversation. And that's okay. We need to dig in to the hard parts so that we can identify solutions to address some of these issues.
- I am confident that we have a talented workforce of educators and administrators that are making a difference in the lives of students each and every day.
- Over 2,200 teachers and administrators completed the online questionnaire related to recruitment and retention. That is an astounding number of people that were compelled to share their

feedback, who care about the education system in this province, and who want to create positive changes.

- We know how important teachers are and the role they play in helping to shape the future generation of Newfoundlanders and Labradorians.
- We also know that there are challenges being faced in the classrooms, at schools, and in the systems that are creating barriers for recruitment and retention.
- Make no mistake, it is vital that we work collaboratively with the NLTA and others to appropriately address challenges such as recruitment and retention of teachers.
- Today's Teachers' Think Tank will provide a dedicated forum to hear directly from you and determine opportunities to address those challenges head on.
- Our government believes in education. We believe in the importance of a positive learning environment. And I believe in all of you.
- Teachers are some of the most creative and innovative people we have in our province. I have no doubt that today's Think Tank will

result in some actions that our government can implement to further support the teaching workforce of today and tomorrow.

- I am looking forward to hearing the diverse opinions and ideas that are presented during conversations today.
  
- Thank you

=====  
Confidentiality Warning: This message and any attachments are intended for the sole use of the intended recipient(s), and may contain privileged and/or confidential information. If you are not an intended recipient, any review, retransmission, conversion to hard copy, copying, circulation or other use of this message and any attachments is strictly prohibited. If you received this email in error, please delete the message and attachments immediately and notify the sender by return email. Thank you!

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**From:** Robinson, Lynn <gnlpostmaster@gov.nl.ca>  
**Sent:** Thursday, February 22, 2024 1:31 PM  
**To:** Linehan, Scott  
**Subject:** Robinson, Lynn replied to a comment in "NR - Teachers Think Tank"

**W NR - Teachers Think Tank.docx**



**LS** You left a comment

[Redacted comment text]

**RL** Robinson, Lynn replied

That's what we were told yesterday.

...ensure coverage during teacher absences; and,

[Redacted text block]

These initiatives build upon commitments made in the recently signed NLTA collective agreement which fairly and responsibly reflects the value placed on educators in the province.

The Provincial Government will continue to work on a number of additi...

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