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Employee Well-Being Strategy

Overview and Looking Ahead



Calgary Board of Education

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Executive Summary

The Calgary Board of Education is committed to strengthening employee well-being. It is an area of focus in the 2024-27 Education Plan and priority of the Board of Trustees.

Employees have consistently shared their experiences related to well-being through previous surveys. We have also gathered and analyzed data and information from a variety of other sources, such as employee data (internal and from our service providers) and industry leading practices. All of these insights indicate there are opportunities to better support employee well-being at the CBE.

In response, we launched an Employee Well-Being Strategy in May of 2026.This strategy is guided by five pillars:

- Holistic approach,
- Leading with care,
- Well-being at our core,
- Sustainability by design, and
- The right support, right away.

These pillars are rooted in Board priorities, legislated requirements, staff feedback and data, leading practices such as the Canadian Standards Association (CSA) National Standard's 13 factors for psychological health and safety in the workplace and our current CBE frameworks (Student Well-Being Framework, Indigenous Education Holistic Lifelong Learning Framework).

As we develop and refine plans to act on this strategy, you can expect we will:

- Implement a phased Strategy in Action plan .
- Be guided by staff insights.
- Take action where we can.
- Work together for real and lasting improvement.
- Expect all of us – organization, leadership and individuals – to share the responsibility of creating healthy and sustainable workplaces.

Our intention is that the Employee Well-Being Strategy will serve as our guide for building the conditions where employees can thrive and employee and student well-being grow alongside each other.

Sincerely,

Sumana Dasgupta
Superintendent, Human Resources

Employee well-being is a priority

The Calgary Board of Education is committed to strengthening employee well-being. It is an area of focus in the 2024-27 Education Plan and priority of the Board of Trustees. Employees have consistently shared their experiences related to well-being through previous surveys. This feedback, alongside organizational data, highlights opportunities to better support employee well-being.

To move from commitments to action, we launched an Employee Well-Being Strategy in May 2026. We are now focused on building a Strategy in Action plan which will be shaped by your insights, focus on what we can directly change, and will rely on all of us committing to making gradual changes together.

Well-being at the CBE

Before sharing more about the strategy, it is important to describe what we mean when we say well-being. When we talk about well-being at the CBE, we acknowledge that well-being moves beyond physical and mental health and encompasses feelings of happiness and satisfaction with life. It can be impacted by different types of safety, like physical, psychological, cultural and other forms. The Student Well-Being Framework and Indigenous Education Holistic Lifelong Learning Framework describe well-being as:

- a balanced state of being that provides a foundation for resilience, belonging, and purpose in life.
- holistic, meaning it involves caring for the whole person and not just physical or mental health alone. It includes spiritual, emotional, physical, intellectual and can include social, financial and other aspects of our lives.

Why well-being matters

An important relationship exists between employee well-being and student success and well-being. We hear and data shows that for many CBE employees:

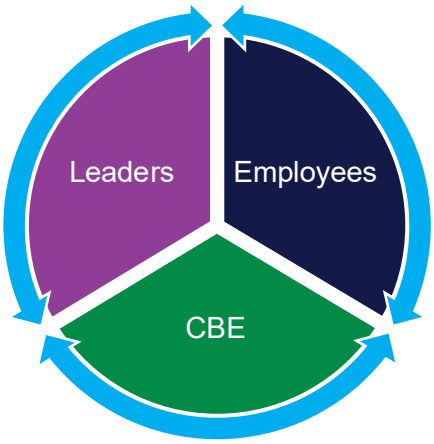
- Work can feel overwhelming.
- The way work is structured can contribute to stress.
- Supports exist, however they are not always easy to access.

When employees are supported, healthy and able to sustain their work over time, the organization is better positioned to support student learning, engagement, and success.

The Employee Well-Being Strategy will serve as our guide for building the conditions where employees can thrive and employee and student well-being grow alongside each other.

Sharing the responsibility for change

Well-being needs to be at our core and central to how we work. Thinking about well-being through a system lens, it is important to acknowledge that well-being is not just about individual resilience. It is shaped by how work is designed, how people are supported, how leaders lead, and how safe and respectful the work environment feels. This strategy intends to help the CBE make a collective shift in how we provide well-being supports.



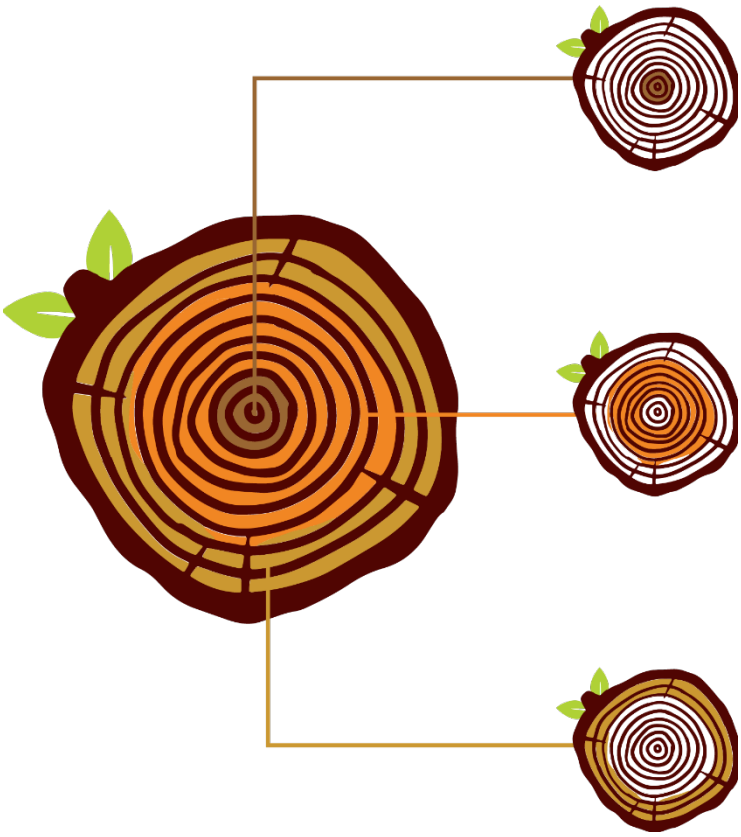
Creating these conditions is a shared responsibility between individual employees, leaders and the organization. Below are examples of how we all have a role in strengthening employee well-being.

- As an organization, the CBE is responsible for creating safe, supportive conditions for employees and students.
- Leaders are responsible for how those conditions are enabled and experienced day-to-day.
- Employees play an active role when they seek and access holistic supports, provide feedback about their experiences and contribute to a respectful and healthy workplace.

Considering control and influence

We acknowledge we have different levels of control over what we know impacts employee well-being, and that places strain on staff. Where we can, we will take action and continue identifying opportunities to influence systemic change.

This strategy focuses on taking action on what is within the CBE's control and what the CBE has some control over related to strengthening well-being. Below are some examples of what we have heard through previous surveys and known impacts on CBE employees' well-being, grouped by our level of control. For those areas where the CBE has less control, leaders will continue identifying opportunities, highlighting realities and championing needs to decision-makers and partners to influence systemic change where we can.



Within our control

- How we listen and respond to questions and concerns
- How each of us “shows up” every day and helps shape our culture of well-being
- Available supports and resources

Some control

- Assigning workload
- Flexible mindset
- Working relationships
- Team dynamics

Less control, focus on influence

- Funding
- Student and classroom complexity
- Physical buildings

Introducing the Strategy

The purpose of the CBE's Employee Well-Being Strategy is to plan, implement, and continuously refine a structured, phased approach to strengthening employee well-being.

The strategy:

- Aligns with the 2024-2027 Education Plan and Board of Trustees' priority,
- Helps the CBE move from a collection of activities to *connected* activities that help us live the strategic pillars (see Page 11), and
- Aims to strengthen well-being in ways that can be felt, observed and measured.



Our leaves: The strategic pillars

Each leaf on our tree represents a pillar of this strategy. These pillars draw strength from our foundational frameworks and every person at the CBE. Together, they will form the canopy under which employees can grow and thrive.



We will take a “whole person” view of health and well-being. We intend to enable more prevention-focused supports and respond more consistently to individuals’ needs.

In practice, this might look like

- Providing practical tools and resources to support different areas of well-being
- Increasing consistency, so receiving meaningful well-being supports is not site- or leader-specific



We will offer and support specific opportunities for leaders to grow and learn about leading well-being practices.

In practice, this might look like

- Having regular, meaningful check-ins to better understand staff support needs and preferences
- Knowing how to respond early to signs of strain



To weave well-being into our ways of working, we will listen to staff and adjust our plans as we grow and learn together.

In practice, this might look like

- Normalizing conversations about well-being
- Improving ways to raise concerns, suggest changes and engage around well-being



We will build well-being into our plans and practices where possible, so it is better supported over time.

In practice, this might look like

- Finding ways to reduce administrative burden, duplication, or processes that do not add value
- Creating a process to identify and address psychological hazards alongside physical ones



We will make resources and supports related to well-being easier to access and understand.

In practice, this might look like

- A single, clear starting point to find supports
- Information shared in multiple formats (e.g., online, print, through leaders) and with guidance on how to use language translation options

Growing employee well-being, together

What to expect

We will be guided by staff insight

Staff feedback and data are central to this strategy.

Expect opportunities to share your perspectives to help develop and refine plans.

We will take action where we can

The strategy will act on areas we can directly improve.

Expect clarity and transparency on where we can act, and where we cannot (and why).

We will continue identifying opportunities for system change

The strategy will acknowledge areas of limited control to make change. In these areas, expect efforts to influence systemic change when we can.

We will work together for real and lasting improvement

The strategy will be collaborative by design. Expect all of us – organization, leadership, and individuals – to share the responsibility of creating healthy and sustainable workplaces.

Next steps: A phased approach

Strengthening well-being across the CBE will take time. This will happen over multiple years and our efforts will evolve and change as we learn and grow. Below are some of the next steps in this effort to strengthen employee well-being at the CBE.

2026-27 School Year

- Provide further opportunities to engage (e.g., within the process to develop the 2027-30 Education Plan)
- Advance Strategy in Action initiatives under each strategic pillar
- Trial well-being activities to ensure implementation is thoughtful, relevant and practical

These actions will carry us forward into the future on a clear path and provide additional insights to make informed decisions



Conclusion

Strengthening employee well-being at the CBE is both a responsibility and an opportunity. The experiences shared by employees and the insights reflected in our data make it clear that meaningful, lasting improvement requires more than isolated initiatives—it requires intentional design, shared ownership, and a commitment to learning and adapting over time.

The strategy acknowledges the realities employees face, clarifies where the CBE can act, and commits to transparency and influence where limits exist. Most importantly, it affirms that employee well-being is shaped by how we lead, how work is structured, and how safe, respectful and supportive our workplaces feel.

The work ahead will be gradual and phased. It will rely on continued staff voice, thoughtful planning and adjusting those plans as we learn and grow and the courage to expand our ways of being, belonging, doing and knowing.

By growing employee well-being together, the CBE aims to create conditions where employees can thrive in their roles and sustain their contributions over time. This strengthens our collective ability to support student learning, engagement, and success, now and into the future.