

OPERATIONAL EXPECTATIONS**OE-4E: Treatment of Employees
Reasonable Interpretation and Indicators****Monitoring Method: Board Self-assessment****Monitoring Frequency: Annually**

The Board of Trustees believes that student success and well-being depend upon the recruitment, retention, and fair compensation of highly qualified employees working in an environment that is safe, courteous, and professionally supportive.

Interpretation |

CBE has the ability to positively impact achievement of CBE Results through the quality and performance of employees and attention to workplace culture.

The Chief Superintendent interprets:

- *recruitment* to mean the selection of employees newly hired to the CBE;
- *retention* to mean the ongoing employment and commitment of employees;
- *fair compensation* to mean the aggregate cost of salaries and benefits for employees that are competitive subject to CBE's ability to pay; and
- *highly qualified* to mean possessing the skills, knowledge and abilities required of the position and whose principles align with CBE values and vision.

The Chief Superintendent shall:

- 4.1 Provide a safe, supportive and respectful organizational culture for all staff that respects diversity and fosters a positive and welcoming environment.

Interpretation |

It is important to create and maintain a workplace that engages employees and enables them to perform their duties to the best of their ability.



The Chief Superintendent interprets:

- *safe* to mean a work environment that is free from potential harm to employees and their well-being;
- *supportive* to mean opportunities for growth and development;
- *respectful* to mean a work environment that is caring and where employees feel they are treated fairly;
- *organizational culture* to mean the creation and existence of a safe and courteous environment for its employees;
- *diversity* to mean exhibiting the full range of human characteristics and abilities; and
- *positive and welcoming environment* to mean an atmosphere that is encouraging, stimulating and engaging.

Indicators |

1. An employee engagement survey will be conducted every two years.
2. Improvement will be noted in the bi-annual employee engagement survey on identified areas of focus.
3. A comprehensive program of PIF and granted leaves of absences in support of opportunities for personal and professional growth or learning will be offered annually.
4. Mechanisms in place that support a safe organizational culture are utilized (such as Harassment, Workplace Violence, and Whistleblower reports).

4.2 Establish and implement standards and practices for the recruitment, fair compensation, and retention of highly qualified employees.

Interpretation |

The processes involved in hiring new employees and maintaining current employees is critical to support achievement of CBE Results.

The Chief Superintendent interprets:

- *recruitment* to mean the selection of employees newly hired to the CBE;
- *fair compensation* to mean the aggregate cost of salaries and benefits for employees that are competitive subject to CBE's ability to pay;
- *retention* to mean the ongoing employment and commitment of employees; and
- *highly qualified* to mean possessing the skills, knowledge and abilities required of the position.

Indicators |

1. 90% of employees who pass their probationary period will still be employed with the CBE at the 2 year anniversary.
2. 95% of school based principals and assistant principals who successfully pass their evaluation will have maintained the designation at the 3 year anniversary.
3. Salaries and benefits are reviewed annually against identified comparators.

4.3 Administer clear personnel rules and procedures for employees, including processes for suspension, transfer and termination actions.

Interpretation |

Having clear rules and procedures that identify expectations and govern employees is essential to the fair and transparent operation of the organization.

The Chief Superintendent interprets:

- *administer* to mean develop, provide and apply;
- *personnel rules* to mean CBE Administrative Regulations pertaining to employee behaviour and those provisions/processes identified within the *School Act*; and

- *procedures* to mean those practices and processes subject to the provisions of the collective agreements, terms and conditions of employment and current *School Act*.

Indicators |

1. 100% of employees will be made aware of The Calgary Board of Education policies or regulations governing:
 - Respect in the workplace;
 - Conflict of interest; and
 - Responsible use of electronic information resources.
2. There will be no grievance arbitration, board of reference decisions, or findings in a court of law that the CBE failed to administer clear personnel rules and procedures for employees, including processes for suspension, transfer and termination actions.

4.4 Ensure the Board's approval for the bargaining mandate, the ratification of all collective agreements for unionized employees, and the approval of the total compensation of all exempt employees.

Interpretation |

Negotiation discussions with unionized employees must be conducted within reasonable and permitted parameters.

The Chief Superintendent interprets:

- *Board's approval* to mean a carried motion recorded in the minutes of a meeting of the Board of Trustees;
- *bargaining mandate* to mean the parameters within which a new collective agreement may be negotiated;
- *ratification* to mean the approval to conclude a collective agreement in accordance with the Labour Relations Code;
- *total compensation* to mean aggregate cost of salaries and benefits for exempt employees that are funded from the CBE budget; and

- *exempt employees* to mean personnel who are not part of a bargaining unit according to the Labour Relations Code.

Indicators |

1. The commencement of every round of collective bargaining occurs after the Board of Trustees approves a bargaining mandate.
2. All collective bargaining settlements occur within the parameters of any mandate approved by the Board of Trustees.
3. Every round of collective bargaining is concluded with the ratification of the new collective agreement by the Board of Trustees.
4. Changes to total compensation packages for exempt employees occur after the Board of Trustees' approval.

Approved: October 10, 2017