



North Vancouver
School District
the natural place to learn®

HR Update- Initiatives & Recruitment and Retention Efforts

OCTOBER 15, 2019



nvsd



goals celebrate health culture relationships benefits success vision share education encourage contribution trust collaboration
human resources
diversity professional communication recognition community legislation support environment wellness safety practice compensation hire respect engage recruit
develop assist onboard talent policy grow

Includes all this and more

- Responsible to cover wide spectrum of topics, from the enjoyable to the very difficult.
- Nature of role- HR regularly must deal with issues of compliance, competency and conduct.
- HR interactions with Unions often relate to issues of alleged employee misconduct or incompetence
- Natural for tensions to exist when it comes to holding employees accountable.

HR Guiding Principles

1. Good employee and labour relations equals **consistency, transparency, and fairness**
2. Students first focus
3. Provide training and support along with responsibility and accountability

Collective Agreement Administration



- Belongs equally to both parties ("**collective**" agreement)
- CA supports a shared responsibility for a positive relationship
- Outlines terms and conditions of employment for unionized employees.
- Both parties promote awareness and compliance.
- Recognizes the Union as the sole bargaining agent for identified employees.
- Recognizes the Employer as having the right to manage and operate the school district and direct the workforce
- Recognizes that where the CA is silent, the Employer has the residual rights.

Investigations



- We're not looking for investigations. District has an obligation to responsibly consider all allegations that come forward.
- In the last 3 years, we have undertaken 136 investigations involving all classifications of employees.
- Purpose is simply to confirm facts with no predetermined outcomes.
- May serve to exonerate, provide support or result in corrective action or discipline for the employee under investigation.

Policy 415- Standards of Investigation



- First and only policy of its kind across BC public school Districts.
- Incentive came from desire to help parents better understand the process of how we deal with allegations of staff misconduct.
- Key Informational tool- help dialogue between parents/principals/staff- serving to increase understanding, reduce anxiety and instill confidence related to investigative process.

Grievances



- Not good or bad.
- Simply the process agreed to be used to resolve disputes regarding alleged violations of the CA.
- Commonly filed without prior informal attempts to resolve a dispute.
- Can be helpful in terms of providing members with formal union representation and bringing clarity to the proper application and interpretation of CA articles.
- CUPE- 100% of all grievances filed in last eight years have been resolved without going to arbitration.
- NVTA- Only 4% of all grievances filed in last eight years have gone to arbitration to be resolved.

Effective Succession Planning



- Promote and uphold appropriate standards of conduct for all employees. (Proud to work for SD44)
- Create and maintain a positive workplace culture of respect that employees feel supported in, where they understand expectations and have confidence that unacceptable conduct will be appropriately addressed and incompetence will be met with support.
- Ultimately it's about ensuring the NVSD is a place where employees want to invest in staying.

Hiring



- Inclusive hiring practices- welcome applicants with diverse characteristics, without preference.
- Required qualifications and experience are necessary of all successful applicants.
- To avoid any perception of bias or discrimination, we do not ask applicants for any detail that is not a part of the hiring decision. (disabilities/medical conditions etc.)
- Collective agreement hiring processes are respected and adhered too.

On-Boarding



- Customer service focused- one to one support. (forms etc.)
- New employee orientation sessions- logistics and ensuring understanding of terms/conditions of employment- with Union.
- Building Community Sessions- bringing all new employees and employee groups together- establishing connection. Introducing key people and supports. Indigenous welcome, student presentation: "What it's like to be a Student in SD44". Discussing District core values, inclusion, vibrant learning community etc.
- Ongoing support –Family of Schools Model- HR Managers partnered with Directors of Instruction. (full spectrum)

Additional Highlighted Initiatives



- Improved Employee Recognition Efforts- 1,5,10 year service personalized recognition. (Added to updated 25 year and Retirement celebrations)
- PVP Pool Process- Continued strong applicant pool- internal candidates shine- formal feedback loop for all internal applicants.
- PVP's now all have supported growth plans in place.
- Compensation Increases- Managed thaw for PVP's and Exempt employees- following BCPSEA/PSEC rules- progressing wages as quickly as the rules allow.
- Improved Extended health and dental benefits for PVP and Exempt staff. (Sept 1, 2019)
- Streamlined Teacher post/fill application process- online, easy to use for teacher- all information summarized and readily available in spreadsheet form for receiving Principals.
- On-line leave management web- employee request and supervisor approval online- streamlined
- New online system for OH&S Incident Investigations- including "How to" videos. Streamlined reporting/access
- Commitment to Respectful / Harassment Free Workplace- Joint Statements with Unions

Employee Engagement



- **Genuinely care about our employees and have desire to listen and be responsive to their needs!!**
- 2017 baseline, dispelled myths and identified opportunities for growth.
- 2019 rich comparative data, measures progress, continues to identify opportunities for growth. (positive forward focus)

Survey Results	2017	2019
Participation	80%	81%
Overall Response Score	3.5	3.6
Overall Engagement Score	74%	76%
Overall Morale Score	3.1	3.2

Collective Bargaining



- CUPE Local 389- successfully negotiated new collective agreement effective July 1, 2019. Agreement reached within Provincial Framework Terms. Employees still to ratify (trustees ratified)
- Local Teacher (NVTA) Bargaining- successfully negotiated new local terms for collective agreement effective July 1, 2019. First time any changes to local language have been agreed to since 2006. Employees still to ratify (trustees ratified)
- Provincial Teacher Bargaining-? Our focus continues to be on the local relationship.

Recruitment/Retention



- Attending job fairs across Canada, streamlining application process, promoting superior CA provisions
- Concerted effort recruiting NVSD student teachers & all employees who work in other districts but live on the North Shore. ***“Tired of the Commute?- Come Home”*** campaign
- Great success through promotion of brand as opposed to advertising of specific vacancies.
- New hires have strong connection to vision and values of NVSD and a desire to contribute to the community where they live!

Employees Living in North Vancouver



Employee Group	2016	2019
Teachers	56%	64%
CUPE	76%	76%
Administrators	76%	71%
Exempt	73%	73%

Teacher Recruitment



- Teachers in particular have “come home” since the CA restored language.
 - Demonstrated by employee residency data as well as overall level of experience of new hires.
- Of active teachers hired since January 1, 2017:
 - 32% are new to the profession
 - 68% have experience from outside NVSD

Competitive Landscape



- From the 2015/16 school year to date, 237 new employees were hired but never started work
 - The vast majority of these (218) were TTOCs.
- Percent hired that are still employed:
 - 2015/16 hires: 45%
 - 2016/17 hires: 56%
 - 2017/18 hires: 67%
 - 2018/19 hires: 79%
 - 2019/20 hires: 87%

Recruitment- Volume

New Hires for the last 5 school years (July 1 - June 30):

- 2015/16 – 328
- 2016/17 – 334
- 2017/18 – 418
- 2018/19 – 424
- 2019/20 – 213 (YTD three months!!)

Grand total: 1717
 Currently active: 1092

NS Traffic & Cost of Living

Continuing to explore opportunities with organizations involved with workforce rental housing and with organizations/initiatives looking to reduce employee commute times.

Overall Employee Results	2017	2019
Commute- car solo	83%	81%
Commute < 20 minutes	59%	63%
Commute > 40 minutes	18%	15%
Commute > 60 minutes	4%	3%

From here...



- Continue to focus on transparency, consistency, fairness, and respect as being the key components of a positive organizational culture
- Continue to build capacity- provide training and development for all staff.
- Combat retention concerns by creating a workplace where staff want to stay



Questions?