

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 |

The Chief Superintendent has a responsibility to ensure that the organization implements policies and practices that ensure a welcoming, caring, respectful and safe work environment.



The Chief Superintendent interprets:

- *safe* to mean a learning environment that is free from potential harm to staff and their well-being;
- *supportive* to mean an environment that provides opportunities for growth and development necessary for staff to fulfill their positions related to the business of CBE;
- *respectful* to mean a learning environment that is caring and where staff feel they are treated fairly;
- *organizational culture* to mean the creation and existence of a safe and courteous environment for its employees;
- *respects diversity* to mean acceptance and inclusion of individuals exhibiting the full range of human characteristics and abilities (uniqueness within humanity); and
- *positive and welcoming environment* to mean an atmosphere that is encouraging, stimulating, and engaging.

Indicators |

1. Improvement aimed at promoting a welcoming, caring, safe and respectful work environment is noted within two years of scheduled single topic surveys.
2. 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.
3. 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.
 - a. Retain an external expert to conduct a salary survey of exempt and executive positions in 2023 and every four years thereafter.

Interpretation |

The Chief Superintendent has a responsibility to ensure implementation of effective recruitment processes and procedures in the recruitment of employees who have the expertise and skills appropriate to their position.

The Chief Superintendent interprets:

- *standards* to mean the benchmarks of the CBE that provide a measure through which analysis of practices supports continuous growth in practices;
- *practices* to mean the strategic operations of human resources through which CBE manages employees compliant with legislative and regulatory requirements and in alignment with CBE's Education Plan;
- *recruitment* to mean the selection of employees newly hired to CBE;
- *fair compensation* to mean the 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 and principles that align with CBE values and vision.

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. An external expert conducted a survey of exempt and executive position salaries.

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 *Education Act*; and
- *procedures* to mean those practices and processes subject to the provisions of the collective agreements, terms and conditions of employment and current *Education 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 12, 2021