School District 8 Kootenay Lake

Employee Recruitment and Retention Framework

LEAD
ENGAGE
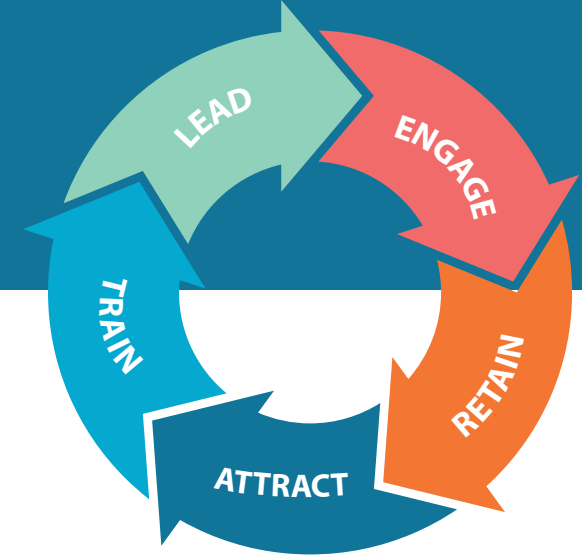TRAIN
RETAIN
ATTRACT

Vision

Our learners grow as global citizens in an innovative and inclusive community.

Mission

We inspire and support each learner to thrive in a caring learning environment.

Focus Areas

ATTRACT TALENT THROUGH DESIRABLE WORKPLACES AND REWARDING CAREERS

Attract and hire the suitable employee for the right position

- Increase workforce diversity
- Increase recruitment of under-represented groups
- Increase pool of casual and on-call workers
- Target marketing for open positions
- Recruit from universities and post-secondary institutions

CREATE FLEXIBLE AND ACCESSIBLE TRAINING PROGRAMS

Establish flexible and innovative training programs and delivery models to fit the needs of employees

- Increase the employment rate of SD8 high school graduates
- Deliver robust, flexible training for potential leaders
- Create hiring opportunities for newcomers
- Develop custom and responsive in-house training programs for hard-to-fill positions (bus drivers, custodians, etc.)

IMPROVE LEADERS' CAPABILITIES TO RETAIN AND ENGAGE EMPLOYEES

Provide training to leaders to understand employee retention

- Increase awareness of the importance of employee engagement
- Decrease barriers and unconscious biases to improve employee retention
- Improve access to information and tools to support employee retention
- Support leadership development
- Mentor others and engage in professional learning

IMPROVE EMPLOYEE RETENTION AND ENGAGEMENT

Build a robust employee retention and engagement strategy, and supporting action plans

- Establish clear standards to conduct employee exit interviews
- Create an annual action plan based on exit interview results
- Streamline processes to address workloads and organization of operations
- Conduct employee engagement surveys every second year followed by a clear action plan
- Monitor, adapt to, and anticipate employee needs

Proposed Considerations for Employee Recruitment and Retention

Overarching Considerations

This framework is meant to reflect the vision and aspirations of School District No. 8 (Kootenay Lake) (SD8). It is developed based on the best human resources practices, including the district's current practices.

The scope of this framework is comprehensive for the district workforce: it is intended to support administrators, teachers, and support staff.

A shared commitment to truth and reconciliation will be embedded in every aspect of this work to ensure continuous and intentional efforts.

The proposed initiatives outlined below should consider the unique contexts of the district, with a specific emphasis on increasing the recruitment of under-represented groups to create workplace equity and increase workplace diversity to reflect the broader community.

FOCUS AREA 1: ATTRACT TALENT THROUGH DESIRABLE WORKPLACES AND REWARDING CAREERS

Desired Outcome

Careers in the K-12 education system are a vital part of healthy and vibrant communities. People are drawn to this sector as a place for a fulfilling career that provides a welcoming and supportive environment with competitive compensation, benefits, and opportunities to grow. Current and aspiring K-12 staff reflect the diversity of the population, leading to a more diverse K-12 workforce from a wide variety of perspectives (e.g., gender, identity, ethnicity, abilities) so that students have the opportunity to learn with/from staff with whom they identify.

Short-term

- Gather existing data and conduct research on workforce diversity in the district. Identify the current state as well as barriers to attracting and retaining a diverse pool of professionals and identify specific actions to address these barriers.

- Increase employment of under-represented groups in SD8 through equity hiring practices, increasing awareness of the district, and equitable recruitment policies and processes. Together, these actions are designed to develop an inclusive and diverse work environment.

- Target marketing of hard-to-fill positions that will ensure the district hires the right person for the right job.

- Leverage K-12 career education to create opportunities for students to explore career options in the K-12 system as part of their high school journey (e.g., dual credit programs, work experience, and apprenticeships).

- Strategic recruitment with WKTEP, EKTEP, Universities, technical colleges, and other postgraduate institutions. Strategic use of social media, email blasts and career fairs for recruitment.

- Qualified casual and on-call employees are beneficial to the district as they are an asset during peak times and during staffing shortages. Casual and on-call employees are recognized as a flexible workforce that contributes to the district. Casual employment provides more flexibility and the opportunity to balance work with other activities.

School District 8 Kootenay Lake

FOCUS AREA 2: CREATE FLEXIBLE AND ACCESSIBLE TRAINING PROGRAMS

Desired Outcome

There are multiple and clear pathways into and throughout K-12 occupations for potential and existing staff to access career opportunities that reflect their professional aspirations. Individuals have access to flexible training options that allow them to complete/upgrade academic and professional studies while meeting their personal/professional needs, and streamlined pathways are in place for those coming from out-of-province. The district is working with post-secondary institutions to ensure training programs respond to the district's needs and that graduates feel equipped for the job they have chosen.

Short-term

- Map out and promote consistent delivery of robust and flexible training to the potential leaders as well as the staff to grow within the district (e.g., bus driver training, custodian training, micro-credentials, leadership development, etc.).

- Provide certification guidance to internationally-trained educators and other professionals, while maintaining high standards.

- Expand and develop programs to reach out to the newcomer centres to attract internationally-trained professionals.

- Provide opportunities to new students, second-career students, uncertified TTOCs, and EAs while maintaining high recruitment standards.

FOCUS AREA 3: IMPROVE LEADERS' CAPABILITIES TO RETAIN AND ENGAGE EMPLOYEES

Desired Outcome

K-12 staff have a strong sense of self- and collective efficacy. They are supported in their jobs, they have opportunities to connect with peers and colleagues, and they see their contributions recognized by the educational system and community. Increased awareness, tools and information available to leaders assist them in employee engagement and retention.

Short-term

- Increase leaders' awareness of the importance of employee retention. This will help the district retain employees which will reduce recruitment costs, increase corporate knowledge and maintain a committed workforce. By addressing employee retention, work environments experience higher employee engagement and less turnover.

- Explore ways to support a robust and coordinated approach to onboarding, mentorship, and leadership development for career advancement by leveraging existing and shared best practices).

- Access to information and tools to support leaders' ability to incorporate retention practices and build flexible workplaces. In addition, leaders' awareness and knowledge about retention strategies will strengthen the district workforce and assist in employee retention.

- Create programs, and practices that provide dedicated opportunities for mentorship, professional and leadership development opportunities (e.g., mentorship program, professional learning, local/regional/provincial communities of practice, cross-school/district networks, succession planning etc.).

School District 8
Kootenay Lake

FOCUS AREA 4: IMPROVE EMPLOYEE RETENTION AND ENGAGEMENT

Desired Outcome

The K-12 system remains agile and responsive through a culture of collaboration at all levels and with all partners and community groups. Employee retention is important for building a productive, healthy and committed workforce. Retention practices help save costs associated with recruitment and employee productivity. Employees have access to robust onboarding and mentorship programs, wellness supports, and ongoing professional learning opportunities. They understand their role, as part of the broader system, to improve student outcomes and equity of outcomes, as well as their responsibilities towards truth and reconciliation with Indigenous peoples.

Short-term

- Enhance the district's ability to engage and retain employees by increasing leaders' awareness of the barriers to employee engagement and retention.

- Build awareness of barriers to employee engagement and retention in assisting leaders in hiring and retaining under-represented workers in their school and/or department. This includes raising awareness of the tools available and providing information to assist leaders in providing accommodation to their employees, and training leaders on the value of promoting job satisfaction.

- Conduct employee exit interviews to provide the district with an overall employee experience and identify opportunities to improve employee engagement and retention. Have a clear set of standards in place when conducting exit interviews will play an essential role in risk management.

- Conduct employee engagement surveys to enable the district to measure the connection employees have toward their work, team, and district, and examine the factors that influence it.

- Enhance existing structures that leverage cross-school/department collaboration to build capacity and avoid duplication of efforts among schools and departments.

Performance Measurement

The implementation of the Recruitment and Employee Retention Framework is a complex and collaborative endeavour. In general terms, the success of the Recruitment and Employee Retention Framework is measured by achieving the overall outcomes. Achievement indicators include:

- Increases employee engagement and retention;

- Increases the number of members of under-represented groups engaged in the district's workforce;

- Increases the availability and use of the best practices in recruitment and retention; and

- Decreases in employee turnover rates.

Conclusion

The Recruitment and Employee Retention Framework will be implemented by the district to attract, engage and retain employees that meet the demands of a competitive market. Recruitment and retention alone cannot be counted on to fill all vacancies or solve all labour market problems. Ongoing work towards gender equity and under-represented groups is critical. A collaborative approach is essential to the successful retcruitment and retention of employees in SD8.