

**Cowichan Bay Waterworks District**

*Policy No. CBWD 20-11-2023*

**Staff Retention Policy**

**1. PURPOSE**

- 1.1. To create a Staff Retention Policy that will encourage staff retention, reduce employee turnover and provide for consistent human capital management.

**2. BACKGROUND**

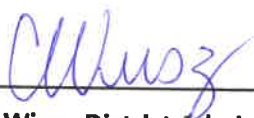
- 2.1. Cowichan Bay Waterworks District had a high staff turnover, with many employees gaining experience and quickly moving on the adjacent local governments.
- 2.2. The Trustees initially addressed this shortcoming by offering market wages, a benefit plan and an annual cost of living allowance.
- 2.3. Employment issues arise from time to time and it is common practice to refer to the collective agreements between CUPE/Duncan, North Cowichan, CVRD for guidance.

**3. EFFECTIVE DATE**

- 3.1. This policy is effective as of November 21, 2023.

**4. POLICY**

- 4.1. That the Trustees continue to review market wages when approving hiring or authorizing the District Administrator to hire employees.
- 4.2. That the Trustees continue to support an annual cost of living allowance in all employment contracts with new staff.
- 4.3. That the Trustees direct the District Administrator to refer to collective agreements at adjacent local governments in order to inform human capital management, for consistency and to remain competitive in the local labour market.

  
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Calvin Slade, Chairperson  
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Cheryl Wirsz, District Administrator