



BVP Human Capital Strategy Update



March 21, 2022



Our Mission

To prepare every scholar for success in college and the world beyond.



Human Capital Strategy Update

- People are everything at BVP
 - Teachers are key for driving scholar achievement
 - Counselors and staff are the key for supporting scholars in difficult times and in matching for best fit colleges and careers
 - Leaders and support staff set the stage for everyone to achieve our mission
- People make up the majority of our budgetary investments (~70%)

Getting Talent Right is critical to our success!



The “Great Resignation”

POLITICO

The 'Great Resignation' leaves schools reeling

By [BIANCA QUILANTAN](#) | 02/07/2022 10:00 AM EST

With help from Jessica Calefati

WHO'S LEFT IN SCHOOLS? — The pandemic is edging teachers out of the job.

— About 55 percent of teachers say because of the pandemic they're considering leaving their jobs sooner than they'd planned, according to a poll from the National Education Association, the nation's largest teachers union. The poll, which was issued in January, signals that teacher shortages may become more dire, and the Omicron variant has made it more difficult to keep schools staffed.



The Economic Progress Institute

Public K–12 education employment has collapsed

Local public education employment and employment needed to keep up with enrollment, 2003–2021

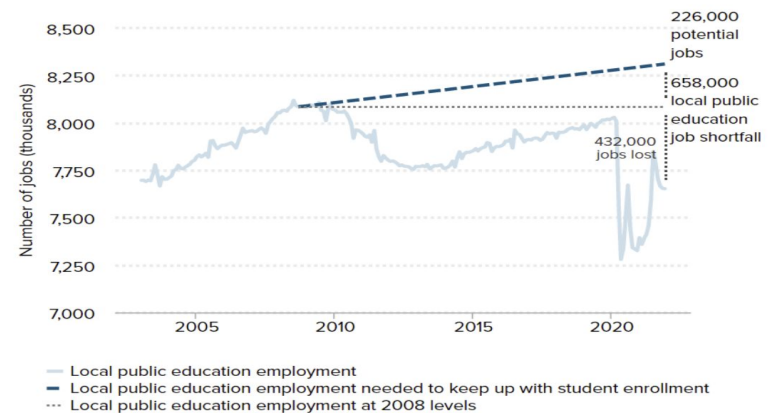


Chart Data

Source: Reproduced from Gould 2020, “Public Education Job Losses in April Are Already Greater Than in All of the Great Recession.” EPI analysis of data from the Current Employment Statistics public data series and U.S. Department of Education, National Center for Education Statistics.

Economic Policy Institute

K–12 education remains one of the hardest-hit sectors of the economy

Since February 2020, the two major industries that have suffered the largest losses in the economy have been (1) leisure and hospitality and (2) state and local government—with the lion's share of state and local government losses occurring in K–12 education. As of December 2021, public elementary and secondary school employment

Talent Market is very tight

- Leaders, teachers and support staff have more choices today than ever before
- Talent supply is lower than we have seen since we opened in 2009
 - Fewer people graduating education programs
 - Fewer applications per open position
 - Greater mid-year exits

“Retention is the new recruitment”



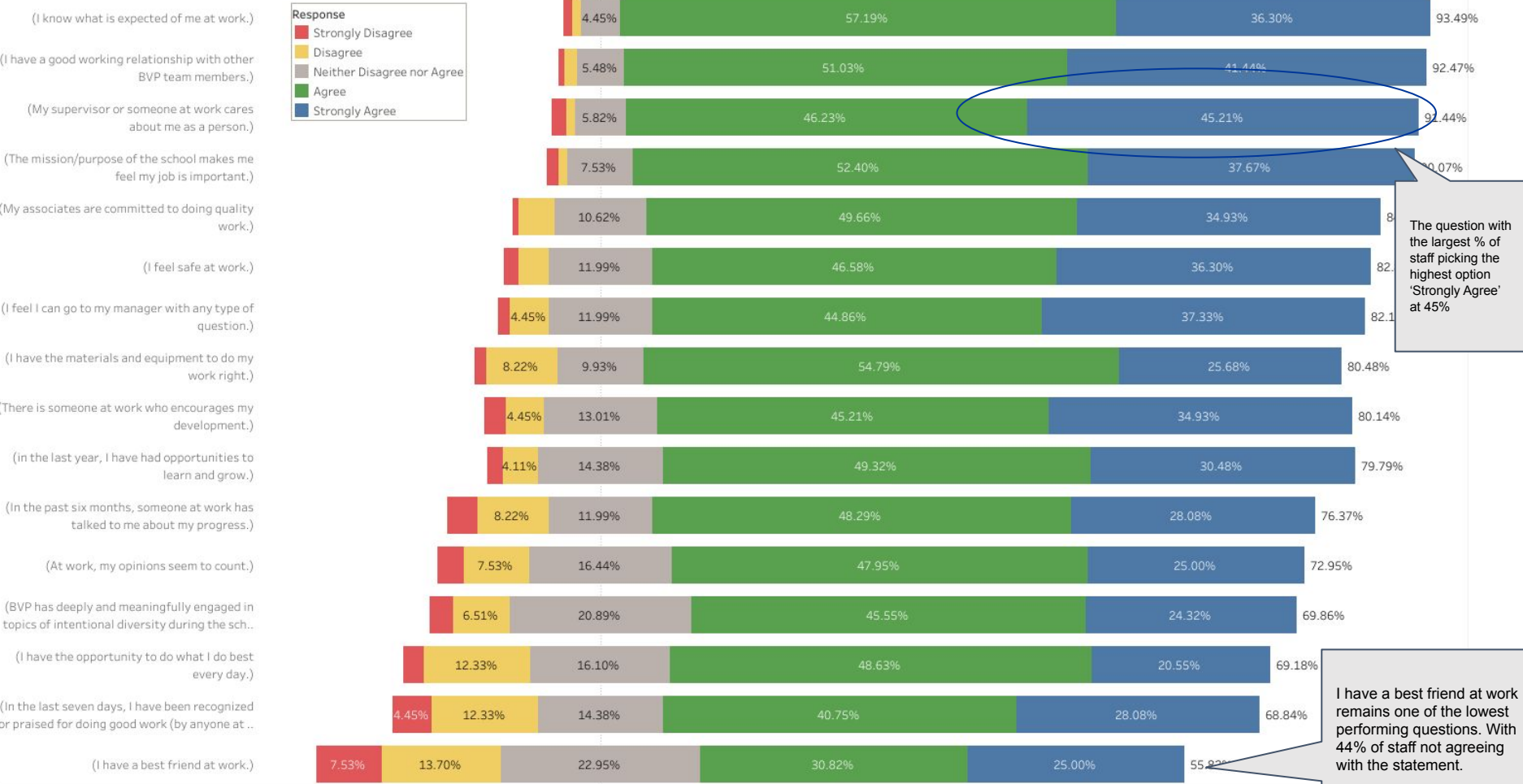
Knowing where people are is critical to success

- We regularly ask people what they want and need
 - School-based check-ins and surveys
 - Listening tours and empathy interviews
 - BVP 2x Annual Q12 Survey
 - Promise54 DEI focused Survey
 - Agility Consulting Survey
 - RIDE Surveyworks Survey



Questions are sorted by favorability (Agree + Strongly Agree)

2021 Mid-Year Staff Survey (Q12 +)



The question with the largest % of staff picking the highest option 'Strongly Agree' at 45%

I have a best friend at work remains one of the lowest performing questions. With 44% of staff not agreeing with the statement.

Question	Feb 2020	Jun 2020	Feb 2021	Jun 2021	Feb 2022	Grand Total	VS Feb 2021	VS Jun 2021
(I know what is expected of me at work.)	95.6%	96.3%	90.7%	96.8%	93.5%	94.6%	2.8%	-3.3%
(I have a good working relationship with other BVP team members.)	95.6%	97.6%	95.8%	94.6%	92.5%	95.1%	-3.4%	-2.1%
(My supervisor or someone at work cares about me as a person.)	94.8%	92.3%	88.9%	91.0%	91.4%	91.7%	2.6%	0.5%
(The mission/purpose of the school makes me feel my job is important.)	92.3%	95.9%	91.2%	92.3%	90.1%	92.3%	-1.1%	-2.2%
(My associates are committed to doing quality work.)	83.9%	91.9%	88.4%	84.6%	84.6%	86.6%	-3.8%	0.0%
(I feel safe at work.)	88.3%	89.8%	85.7%	89.6%	82.9%	87.1%	-2.8%	-6.7%
(I feel I can go to my manager with any type of question.)	79.8%	87.0%	81.9%	77.8%	82.2%	81.9%	0.2%	4.4%
(I have the materials and equipment to do my work right.)	83.5%	85.0%	74.5%	85.5%	80.5%	81.9%	5.9%	-5.0%
(There is someone at work who encourages my development.)	88.3%	89.8%	82.9%	84.6%	80.1%	85.0%	-2.7%	-4.5%
(in the last year, I have had opportunities to learn and grow.)	85.5%	88.6%	79.6%	81.0%	79.8%	82.9%	0.2%	-1.2%
(In the past six months, someone at work has talked to me about my progress.)	79.8%	85.0%	65.7%	79.6%	76.4%	77.5%	10.6%	-3.3%
(At work, my opinions seem to count.)	73.8%	72.8%	66.2%	72.9%	73.0%	71.9%	6.8%	0.1%
(BVP has deeply and meaningfully engaged in topics of intentional diversity during the school year.)	69.4%	69.5%	71.8%	72.0%	69.9%	70.4%	-1.9%	-2.1%
(I have the opportunity to do what I do best every day.)	77.0%	78.5%	73.2%	80.1%	69.2%	75.3%	-4.0%	-10.9%
(In the last seven days, I have been recognized or praised for doing good work (by anyone at work))	73.4%	74.0%	66.2%	70.6%	68.8%	70.7%	2.6%	-1.8%
(I have a best friend at work.)	63.7%	68.7%	56.5%	64.7%	55.8%	61.7%	-0.7%	-8.9%
Grand Total	82.8%	85.2%	78.7%	82.4%	79.4%	81.7%	0.7%	2.9%

In order to move forward, we are taking a step back to self-assess

- Partnered with Agile Talent Consulting (previously Restivo Consulting) to conduct comprehensive staff survey and to review all current policies and practices, especially:
 - Compensation Philosophy
 - Talent Architecture
 - Compensation Bands / Benchmarking
- What we heard in the survey
 - We need to have competitive salaries to retain good teachers
 - Staff want transparent ranges of compensation for non-step positions
 - Staff would like to be recognized for their impact factors



Path Forward

- Continue to work with Agility Consulting
- Potentially bring policy or policies for the full board for adoption at an upcoming meeting

