



HIRING

Procedures

1.0 Posting and Applications

1.1 The Posting Process

- 1.1.1** New job classifications or where the complement of an existing classification is to be maintained or increased requires approval by the Director of Education prior to posting.
- 1.1.2** The Superintendent with Human Resources responsibilities, in consultation with the Director of Education, shall be responsible for the placement of new positions into the appropriate employee group/union.
- 1.1.3** The Supervisor or designate, in consultation with the Superintendent with Human Resources responsibilities or designate, will develop a job description for new positions which will be approved by the Director of Education.
- 1.1.4** The salary for a new position or hire will be determined by the Director of Education, in consultation with the Superintendent with Human Resources responsibilities or designate, using the appropriate job evaluation tool, and in accordance with the appropriate agreement.
- 1.1.5** Postings for existing positions must be consistent with the requirements of the applicable agreement/terms of employment.
- 1.1.6** The Human Resource Department will prepare a job posting. The position posted will be posted as per the requirements of the pertinent agreement on designated bulletin boards throughout the Board, on the Board website, and/or on external sources as required.
- 1.1.7** Postings for vacant positions shall include:
 - The number of the competition;
 - The title of the position;
 - Expected duration of the position (if applicable)
 - A summary of the duties (qualifications, demonstrated ability, skill, knowledge, merit, assets, and experience);
 - The closing date of the competition;
 - The employment group of the posting;
 - The name of the Board Chair and Director of Education;
 - Request to forward a letter of application and resume;
 - A statement regarding equity and accommodations;

- If applicable, who is able to apply;
- Any requirements outlined in the applicable agreement.

1.1.8 A copy of all postings for a position covered by a collective agreement will be sent to the Local Union President.

1.1.9 When appropriate, the posting process may include outreach and recruitment opportunities, such as job fairs, recruitment organizations and/or specialized hiring websites.

1.2 The Application Process

1.2.1 Internal applicants shall provide a covering letter indicating the position to which they are applying, a complete resume, a copy of their most recent performance appraisal or letter of support from their immediate supervisor, and a list of three references.

1.2.2 External applicants shall provide a covering letter and a complete resume, including complete information about experience, training, employment history, dates, places and addresses of previous employers, and three references.

1.2.3 Internal and External applicants to be interviewed shall be required to sign a form for the applicant's consent to verify the information provided, the notice of requirement for a criminal reference check, and in some instances a commitment to confidentiality upon hiring.

1.2.4 No applicants shall be interviewed prior to the closing date for applicants.

2.0 Interviews

2.1 The Short Listing Process

2.1.1 A short-listing team shall be created by the Director of Education or designate and consist of a minimum of three people.

2.1.2 Members of the short-listing team shall have a clear understanding of the vacant position and the essential occupational requirements of the position.

2.1.3 Members of the short-listing team shall be the Interview Team.

2.1.4 Following board policy 1.2.32 (Employee Conflict of Interest) any potential, apparent, or actual conflicts of interest must be disclosed, in writing, to the Superintendent with Human Resources responsibilities prior to the short-listing process and, if an employee is found to be in conflict, they will be excused as a member of the short listing or interview team.

2.1.5 The short listing of internal candidates shall follow the applicable clauses of the appropriate agreement.

2.1.6 The list of candidates to be interviewed shall be determined by the following:

- Qualifications, demonstrated ability, skill, knowledge, merit, and experience, as they

pertain to the requirements for the position;

- Transferable skills, abilities, merit, and knowledge through experience in previous or other positions, including lived and work experience;
- Volunteer experience and outside activities where relevant skills, abilities and knowledge have been developed;
- Demonstrated experience and commitment to creating a safe, inclusive, equitable, accessible, and high-quality learning environment;
- Diversity and equity;
- The requirements of applicable agreements.

2.1.7 The Chair of the Interview Team shall arrange for the short-listed candidates to be contacted.

2.1.8 Applicants to be interviewed will be given reasonable notice of the time, location, and format of the interviews. A minimum of twenty-four hours' notice will be provided.

2.1.9 Any accommodations requested by an applicant to enable them to participate in the recruitment process will be provided and/or facilitated as needed.

2.1.10 Expenses are paid by the candidate unless payment by the Board is approved by the Director of Education.

2.2 The Composition of Interview Teams

2.2.1 The Director of Education is an ex officio member of all Interview Teams.

2.2.2 The Interview Team shall consist of a minimum of three people with more than a single gender represented.

2.2.3 Where possible, ensure diversity on hiring panels to include individuals who have the knowledge and experience, including lived experience, to reflect the needs and interests of communities in the school that have been historically under-represented in decision making.

2.2.4 Following board policy 1.2.32 (Employee Conflict of Interest) any potential, apparent or actual conflicts of interest must be declared, in writing, to the Superintendent with Human Resources responsibilities prior to the scheduled interviews and, if an employee is found to be in conflict, they will be excused as a member.

2.2.5 The composition of the Interview Teams shall be set and approved by the following individuals. Teams will consist of a minimum of three members, and each team will have a Chair. Other personnel may be used as a resource. Any approvals for changes in Team composition must be submitted to The Director of Education and Superintendent with Human Resources responsibilities for approval.

<u>POSITION</u>	<u>TEAM ARRANGED BY</u>
Custodians	Manager of Building Services
Custodian-Supply	Manager of Building Services
Department Heads	School Administration
Director of Education	Board Chair
Educational Assistants	Administrator and VP of Special Education
Educational Assistants (supply)	Administrator and VP of Special Education
Elementary Teachers (Permanent & Long Term Occasional)	School Administration
Executive Assistants to Senior Administration	Director of Education
Information Services Technicians	Manager of Information Services
Literacy Coaches & Initiative Coaches, Instructional Coaches, and District SERTS	Superintendent of Education responsible for portfolio
Maintenance	Manager of Building Services
Management	Appropriate Superintendent
Office Staff, School Clerical Staff	School Administration or Department Manager
Principals	Director of Education
PSSP	Superintendent responsible for the portfolio
Secondary Teachers (Permanent & Long Term Occasional)	School Administration
Superintendent	Director of Education
Supply Teachers	School Administration
Vice-Principals	Director of Education

2.3 The Interview Process

- 2.3.1** The Chair of the Interview Team shall be responsible for ensuring that fair, consistent, and transparent practices are followed in each job competition.
- 2.3.2** The Chair of the Interview Team shall arrange for each member of the Interview Team to be provided with the same package of information in advance, consisting of the posting and the application package for each candidate.
- 2.3.3** The Supervisor and Interview Team shall, prior to the interview, establish common questions and tasks for each candidate, based upon the recruitment and selection criteria.
- 2.3.4** Where possible, all interviews shall be in person; virtual interviews may be used as an alternative in exceptional circumstances.

2.3.5 During the interview, a member of the Interview Team may ask a candidate to clarify, expand on an idea, or to pursue a particular line of thinking without prompting or leading the candidate in a response.

2.3.6 Questions and tasks shall:

- Probe the skills, abilities, knowledge, and education of the candidate;
- Probe performance and success of the candidate in a previous role;
- Provide the candidate the opportunity to demonstrate specific areas of strength required in the position;
- Provide the candidate with opportunity to demonstrate additional skills, abilities, and knowledge relevant to the position, obtained through both lived and work experience;
- Provide the candidate with opportunity to demonstrate leadership and ability to grow professionally;
- Provide the candidate with the opportunity to demonstrate their commitment to creating a safe, inclusive, equitable, accessible, and high-quality learning environment, and;
- Provide the candidate with the opportunity to share additional information and make further comments.

2.4 The Testing and/or Collection of Evidence

2.4.1 All tests shall evaluate only the bona fide occupational requirements for the position.

2.4.2 All tests shall be administered in accordance with the Ontario Human Rights Code.

2.4.3 Candidates may be requested to provide a professional portfolio or other professional documentation as evidence of skills and ability to perform the job.

2.5 The Checking of References

2.5.1 The Chair of the Interview Team shall contact and document a minimum of three references if applicable, for the preferred candidate.

2.5.2 In the case of prospective teachers, the Chair of the Interview Team shall request copies of the most recent Teacher Performance Appraisals from the previous district school board or Practice Teacher Reports received while training for a teacher.

2.5.3 In the case of internal candidates, past performance reviews shall be referenced, and a current supervisor will be asked for a reference.

3.0 Hiring

3.1 The Hiring of Teachers

In considering candidates for teaching positions, attention will be given to:

- Formal qualifications and credentials, professional skills, and aptitudes
- Valuing applicants' demonstrated experience and commitment to creating a safe, inclusive, equitable, accessible, and high-quality learning environment
- Providing the best possible program as determined by the principal, and considering the applicants demonstrated:

- Teaching commitment;
- Experience or time spent in the board; and
- Suitability for a particular assignment.
- Valuing applicants' additional experiences, skills, backgrounds, lived and work experience
- Responding to school and board priorities based on clearly defined criteria, including qualifications.

Permanent teachers on recall will be guaranteed an interview for each Long-Term Occasional posting that they apply to as long as they are qualified and available for the scheduled interview, which may be scheduled outside the regular school day.

If requested, unsuccessful candidates who have been in long-term position for more than five years shall be granted a formal debrief with the Superintendent with Human Resources responsibilities.

3.2 The Hiring of Principals

Purpose:

To promote the best suited candidates to vice-principal and principal positions in DSB1 based on qualifications, experience, and principal profiles.

3.2.1 Application Process

The application process includes:

- Information session for interested candidates
- Application package:
 - Resume
 - Cover letter
 - Four references
 - One-page submission highlighting the three priorities of innovation, equity, and culture
- Reference Checks if application package meets criteria
- Site Visit if references meet criteria
- Interview if site visit meets criteria

3.2.2 Site Visit (approximately one hour)

The candidate is assessed by a team chaired by a Superintendent. Each team includes an elementary and secondary principal.

The candidate is assessed in five ways:

- Through the observed interactions with students, staff, and community members as evidenced during the site visit
- Through the materials or artifacts in evidence and presented during the site visit
- Through the responses the candidate gives to any questions that are posed during the site

visit

- Through interviews on site with the principal, staff, students, or community members as arranged by the candidate. Note: The principal must be interviewed during the site visit.
- All other interviews are at the discretion of the candidate

The basis for the assessment is the following five domains from the Ontario Leadership Framework, 2013:

- Setting Directions
- Building Relationships and Developing People
- Developing the Organization to Support Desired Practices
- Improving the Instructional Program
- Securing Accountability

3.2.3 Interview (approximately 45 minutes):

The interview team will include the Director of Education, Superintendents and up to three Trustees.

The interview format will include a prepared question by the candidate and structured questions based on the Ontario Leadership Framework.

Candidates will receive the questions to review 45 minutes prior to their interview. Notes made may be used to support responses during the interview.

- Consensus will be used to make the decisions.
- Candidate's strengths will be measured against the skill and competence needed for the specific position to which the hiring process applies.
- Feedback will be provided to all candidates who by the Superintendent of Education.

Appointments of individuals from the interview process to specific schools will be made by Senior Administration based on the individual needs of schools. Profiles provided by School Councils will be used to assist in the identification of the individual needs of the schools. Appointments will go to the Board for approval.

3.3 The Hiring of Superintendents

3.3.1 The Director of Education shall short-list for the candidates to be interviewed.

3.3.2 The Interview Team consisting of the Director of Education and up to five (5) Trustees will recommend to the Board in the regular session the successful candidate for the Superintendent position.

3.3.3 The Board shall approve new appointments to Superintendent positions, following approval by the Ministry of Education.

3.4 The Hiring of a Director of Education

The Director of Education shall be hired following the ***Selection of the Director of Education Policy 1.1.7***

3.5 The Hiring of All Employee Positions

- 3.5.1** The Chair of the Interview Team will make a recommendation to the appropriate Superintendent regarding the preferred candidate to hire.
- 3.5.2** Upon receipt and review of the documentation, the appropriate Superintendent will authorize the hire and the Chair of the Interview Team shall be advised that a job offer can be made to the prospective candidate.
- 3.5.3** A Recommendation for Hire form will be completed and signed off by the Chair of the Interview Team.
- 3.5.4** The Chair of the Interview Team shall contact the approved candidate, and offer the position. The completed form will be given to the Human Resources department for processing.
- 3.5.5** In the event a job offer is declined, the Chair of the Interview Team shall offer the position to the next preferred candidate or recommend to the Superintendent with Human Resources responsibilities that a new hiring process be implemented.
- 3.5.6** Following confirmation of acceptance, the Chair of the Interview Team shall ensure that the unsuccessful candidate(s) who were interviewed are informed.
- 3.5.7** The Chair of the Interview Team shall arrange for unsuccessful candidates to be debriefed, if requested.
- 3.5.8** The names of the successful candidates will be presented to the Board for information in the monthly Personnel Report.

3.6 The Completion of the Pre-Employment Requirements

- 3.6.1** Prospective employees shall be required to provide the following documentation as per Policy 1.2.4: Pre-Employment Screening:
 - Reference check
 - Vulnerable Sector Screening (in accordance with board policy 1.2.13: Criminal Background Check)
 - Appropriate certification as required
 - Pre-Employment Physical Job Screening (if applicable)
 - Appendix B: Request for Performance Appraisal Report Results (if applicable)
 - All other requirements specific to the job
- 3.6.2** The prospective employee shall be responsible for all pre-employment costs.

- 3.6.3** Copies of the prospective employee's covering letter, resume, qualifications, and reference check notes shall be placed in the personnel file in the Human Resources Department.
- 3.6.4** The prospective employee shall complete all documentation for payroll and benefit purposes with the Human Resources Department, which will then inform the Payroll Department.
- 3.6.5** All successful candidates shall be informed by the Human Resource Department of a requirement to complete a probationary period as set in the respective collective agreement and/or terms and conditions of employment.
- 3.6.6** The Human Resource Department will inform the Technology Department of the employee's hire and have an e-mail address for the new employee assigned within the Board system.

3.7 The Retention of Records

- 3.7.1** The Chair of each Interview Team will keep their interview documentation on file for one year. These files will contain at least the following records:
- The interview questions
 - The responses from candidates
 - Notes from conversations with references
- 3.7.2** An electronic file of documents for each posting shall be retained by Human Resources. Each posting file contains the following records:
- A copy of the posting
 - A successful candidate's application package
- 3.7.3** Files shall be kept in a confidential location to maintain the Board's obligation under the Protection of Privacy and Freedom of Information Act.
- 3.7.4** Access to posting files shall be in accordance with the Freedom of Information and Protection of Privacy Act.

4.0 Monitoring and Evaluation Plan

The goal for the following monitoring and evaluation practices is to identify and make recommendations to address any gaps and barriers, including workplace culture and attitudinal barriers, to a diverse and inclusive work environment. Working together, the board and employee representatives and unions will use the results of the workforce census and Employment Systems Review, as described below, to develop a fairness in employment plan, as outlined in the Ministry of Education Policy/Program Memorandum No. 165.

4.1 Voluntary Workforce Census

The collection of workforce demographic data which will provide a foundation for well-informed discussions and decision-making about the vision for a diverse and inclusive workplace, as well as

policies, programs, and procedures to help achieve that vision. This quantitative data collection is the first step to helping identify employment barriers.

4.2 Employment Systems Review (ESR)

The collection and analysis of workforce data provides the foundation for an Employment Systems Review (ESR). The board should examine its employment systems to determine whether they create barriers for potential candidates or otherwise unfairly impact their chances to succeed. An effective review will also examine the organizational culture for unconscious values, biases, and behavioural norms that can disadvantage individuals and groups based on their personal characteristics.

References

Agreements with:

- Canadian Union of Public Employees (CUPE)
- Canadian Office and Professional Employees (COPE)
- Elementary Teachers Federation of Ontario (ETFO) for Permanent and Occasional Teachers
- Ontario Secondary School Teachers Federation (OSSTF) for:
 - Designated Early Childhood Educators
 - Educational Assistants
 - Permanent and Occasional Teachers
 - Professional Student Services Personnel
- Supervisory Officer Personal Service Agreement
- Working Agreement with Non-Union Staff

DSB1 Policy 1.2.13 – Criminal Background Check

DSB1 Policy 1.2.32 – Employee Conflict of Interest

Freedom of Information and Protection of Privacy Act

Education Act and Regulations

- Part VI: Duties and Powers, and Officers
- Part X: Teachers and Designated Early Childhood Educators, and Duties
- Part XI: Qualifications of Director of Education
- R.R.O 1990, Regulation 298: Operation of Schools – General
- O. Regulation 521/01: Collection of Personal Information (as amended by Regulation 322/03)

Ministry of Education Policy/Program Memorandum No. 165

Municipal Conflict of Interest Act

Ontario College of Teachers Act and Regulations

- O. Regulation 176/10: Teachers' Qualifications

Ontario Human Rights Code

- Part 5 - Employment
- Part 23 - Hiring

Ontario Labour Relation Act

Ontario Leadership Framework, 2013

Ontarians with Disabilities Act

Public Service Employment Act