



HUMAN RESOURCES COMMITTEE

Thursday, October 4, 2018

Room 340-D

Hamilton-Wentworth District School Board

20 Education Court, P.O. Box 2558

Hamilton, ON L8N 3L1

**HUMAN RESOURCES COMMITTEE**

**Thursday, October 4, 2018 5:30 pm**

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**AGENDA**

1. Call to Order
2. Approval of the Agenda
3. Human Resources Department Update
4. Employee and Staffing Update
5. Employee Incident and Reporting Statistics Summary 2017-2018
6. Preparing for Staff Census
7. Policy Review: Staff Engagement Policy
8. Resolution into Private Session – as per the Education Act, Section 207.2 (b) the disclosure of intimate, personal or financial information in respect of a member of the board or committee and (d) decisions in respect of negotiations with employees of the board.
9. Meeting resumes in Public Session
10. Next Human Resources Meeting: November 5, 2018



## EXECUTIVE REPORT TO HUMAN RESOURCES COMMITTEE

**TO:** HUMAN RESOURCES COMMITTEE

**FROM:** Manny Figueiredo, Director of Education

**DATE:** October 4, 2018

**PREPARED BY:** Jamie Nunn, Superintendent of Human Resource Services  
Gytis Grabauskas, Senior Manager Human Resource Services

**RE:** Human Resource Services Division Update

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Action

Monitoring

### Background

Effective August 15, 2018, Human Resource Services was reorganized with the Division falling under the responsibility of Manny Figueiredo, Director of Education. The daily operations of the division are led by Jamie Nunn, Superintendent of Human Resource Services coupled with the support of Gytis Grabauskas, Senior Manager, Human Resource Services.

The Human Resources Division is comprised of five Departments: Professional Development, Employee Support and Wellness, Occupational Health and Safety, Labour Relations, and Staffing and Operations. Each of these departments are led by a Manager and their staff work collaboratively supporting employee needs.

Appendix A provides the structural overview of the Human Resource Services Division.

### Division Goals and Work Plan

The Human Resource Services Division is committed to enacting and supporting the 5 priorities within our Strategic Directions. As a division, Human Resource Services plays an integral role in each of the priorities. Prior to the start of this school year, the Human Resource Services established the following 6 priorities for the year ahead:

- We will support the implementation of the HWDSB Annual Plan 2018-2019.
- We will ensure qualified and full-trained educators and staff are within our schools, facilities and Education Centre and available to support both short-term and long-term absences.
- We will develop and implement a strategic wellness and absence management plan.
- We will maintain positive and productive relationships with all Union and HWDSB staff.
- We will implement the goals outlined within Year 2 of the Ontario Education Equity Strategy
- We will continue to improve the accuracy of our internal data to ensure we communicate correctly and efficiently to all internal HWDSB employees.

With both the HWDSB Strategic Directions and our Division goals in mind, the Human Resources Leadership team is currently finalizing our Work Plan to implement this goals in the year ahead.

## **Operating Structures and Supports**

Having clear processes and structures in place to support employee relations is critical. The following outlines our operating structures and supports:

### **Labour Relations Meetings:**

We value our relationships with our unions and consider them our partners. The Manager of Labour Relations supported by the Senior Manager of Human Resources has the responsibility for coordinating and supporting all Labour Relations meetings with all employee groups every 4-6 weeks. In addition to always attending Relations Meeting with our Teaching Unions, the Superintendent of Human Resource Services will participate in other relations meetings with other groups, as required, to provide support and an academic lens to issues and solutions.

### **Staffing and Operations:**

The Superintendent of Human Resource Services is responsible for managing the staffing processes identified in the respective Collective Agreements for the identified teacher bargaining units. This role will entail all aspects of staffing support for the hiring and replacement of teaching staff as prescribed by the Collective Agreements. The processes will continue to be supported by the Staffing Officers. Any disputes related to staffing that fall outside of the formal staffing processes will be directed by the Superintendent of Human Resource Services.

The Superintendent of Human Resource Services will have responsibility for coordinating and supporting the staffing requirements of all Collective Agreements in consultation with Executive Council.

### **Grievance Process:**

Grievance processing will continue as per current practices with the Manager of Employee and Labour Relations and respective Labour Relations Officer hearing all Step 1 Grievances. The Senior Manager of Human Resource Services will continue to support these processes. The Superintendent of Human Resource Services supported by the Manager of Labour Relations will address all Step 2 Grievances.

### **Occupational Health and Safety:**

The Superintendent of Human Resource Services will have responsibilities associated with the Joint Occupational Health and Safety Committee. The Manager of Occupational Health and Safety Committee will continue to support the system in the management of Health and Safety functions.

### **Negotiations:**

The Senior Manager of Human Resource Services will have responsibility for coordinating and leading negotiations of Collective Agreements. All Collective Agreements expire on August 31, 2019 and the Senior Manager will be instrumental in leading this work once further information is provided by the provincial government.

### **Professional Development**

The Staff Development department supports many of the organizational learning needs across the system. The department is part of the Human Resources team, but also strongly supports the Board Leadership Development Strategy (BLDS), existing simultaneously in both the Human Resources and academic worlds. The team will work closely this year with Occupational Health and Safety and Staffing and Operations to develop and implement a new onboarding program for all newly hired employees in addition to ensuring ongoing and progressive learning opportunities for staff in every employee group across the district, both in the daytime and evening.



## Who to contact in Human Resource Services

	NAME	POSITION	DETAIL	EXT.
HR Staffing and Operations	<b>Jamie Nunn</b>	<b>Superintendent of Human Resource Services</b>		<b>2387</b>
	Gytis Grabauskas	Senior Manager, Human Resource Services		2504
	Carrie Hinich	Human Resource Services Coordinator		2753
	Rosemary Couto	Human Resource Services Administrative Support		2640
	<b>Paul Baldwin</b>	<b>Manager, Staffing and HR Operations</b>		<b>2666</b>
	Melanie Kivell	Human Resources Staffing Officer	Sr. Admin, COPE, PASS, P/VP	2606
	Darlene Steele	Human Resources Staffing Officer	OSSTF TBU & Occl Teachers	2325
	Dan Rutherford	Human Resources Staffing Officer	HWETL, DECE, PSSP	2410
	Lety Goddard	Human Resources Staffing Officer	HWOTL, CUPE, Con Ed./ESL, OCTU	2255
	Heidi Oldenburg	Staffing Coordinator	HWETL, HWOTL, CUPE	2239
	Brenda Maxwell	Staffing Coordinator	OSSTF TBU & Occl Teachers, OCTU, ESL, Con Ed.	2224
	Danielle Meville	Staffing Coordinator	COPE, DECE, PSSP, PASS, Sr. Admin	2437
	Joanne Kendall	Teacher/Principal Records Administrator	Prin/VP/Teacher payroll	2459
	Victoria Doidge	Teacher Qualification & Salary Administrator	Teacher allowances/qualification, and LTD all groups	2215
Sylvia Baccala	Benefits Administrator	Health Benefits	2338	
Liette Gauthier	SFX Administrator	SFX Administration	2276	
Vikki Kokotec	Human Resource Services Assistant		2384	
Meng Kwong	HR Systems Applications Administrator	Application Administrator	2803	
Employee Support & Wellness	<b>Lucy DeMartino</b>	<b>Acting Manager, Employee Support and Wellness</b>		<b>2801</b>
	TBD	Sick Leave Administrator	HWETL, HWOTL	2014
	Janet Vallee	Sick Leave Administrator	COPE, OSSTF, OCTU, DECE, PASS, PSSP, PVP	2432
	Paula Stableford	Employee Support and Wellness Assistant	Assistant and Staff Support	2605
	Lucy DeMartino	Employee Support and Wellness Specialist	OSSTF, OCTU, ESL, DECE, PSSP and Con.Ed.	2412
	Nichola Robertson	Employee Support and Wellness Specialist	HWETL, HWOTL	2248
Rebecca Scherer	Employee Support and Wellness Specialist	CUPE, COPE, PASS, PVP	2383	
Prof Dev.	<b>Kristin Roy</b>	<b>Manager, Professional Development</b>		<b>2152</b>
	Sarah Tracz	Professional Development Officer		2374
	Kathy Forde	Professional Development Support		2285
Occ. Health & Safety	<b>Matthew Kwan</b>	<b>Manager, Occupational Health &amp; Safety</b>		<b>2686</b>
	Deborah Chambers	Occupational Health & Safety Assistant	General Inquiries, Documents, Incident Reports	2687
	Maria McDonagh	Occupational Health & Safety Technician	Water, First Aid, Air Quality and Noise Assessments	2688
	Rebecca Wood	Occupational Health & Safety Specialist	Critical Injuries, Work Refusals, Workplace Inspections	2689
	Lindsay Goerzen	Occupational Health & Safety Specialist	Critical Injuries, Work Refusals, Workplace Inspections	2138
Labour Relations	<b>Masuma Khangura</b>	<b>Manager, Labour Relations</b>		<b>2942</b>
	Effie Philippeos	Labour Relations Coordinator		2216
	Angela Stumpo	Labour Relations Officer	HWETL, HWOTL, DECE, PSSP, OCTU	2260
	Pam Hutton	Labour Relations Officer	COPE, CUPE, ESL, OSSTF, Occ.	2016



## EXECUTIVE REPORT TO HUMAN RESOURCES COMMITTEE

**TO:** HUMAN RESOURCES COMMITTEE

**FROM:** Manny Figueiredo, Director of Education

**DATE:** October 4, 2018

**PREPARED BY:** Jamie Nunn, Superintendent of Human Resource Services  
Paul Baldwin, Manager, Staff and Human Resource Operations

**RE:** Employee and Staffing Update October 2018

Action

Monitoring

### Background

In September of each year, the Human Resources team presents the Human Resources Committee an update on staffing for each of the Board's union groups for the previous school year. In addition, this report presents an update regarding any changes in staffing for September 2018.

### Staff Observations:

#### Elementary Teacher Staffing

At the June 18<sup>th</sup> Board meeting, Trustees approved 2235.3 FTE Elementary Teachers based on projected elementary enrolment at the time. Based on the increase of 233 FTE elementary students in September, it is necessary to increase elementary staffing to meet the Ministry class size requirements and the HWETL/HWDSB Collective Agreement.

HWDSB hired 74 FTE new elementary teachers for September 2018 as a result of retirements and resignations. As a result of increase in enrolment, the Board followed the following timeline to staff the additional classes required:

September	7	Enrolment snapshot taken
September	10	Elementary principals verify student enrolment
September	13	SOSAs revise school organizations
September	21	Elementary Staffing Placement Committee assigns surplus staff
September	25-29	Interviews are conducted for Remaining Teaching Vacancies
October	4	Teachers begin new assignments

The Board added 38.4 FTE permanent staff as a result September reorganization.

#### Secondary Teacher Staffing

At the June 18<sup>th</sup>, 2018 Board meeting, Trustees approved 1009.77 FTE Secondary Teachers based on projected secondary enrolment at the time.

HWDSB hired 28 FTE new secondary teachers for September 2018 as a result of retirements and resignations.

#### Support Staff

Our support staff play a valuable role within our schools. The following represents the staffing update for our support staff for the 2018-2019 school year:

### **Educational Assistants, COPE (including Occasional staff)**

Throughout the 2017-2018 school year, 126 Educational Assistants were hired to the occasional supply EA list. A total of 64 names were removed from the list in August 2018. As a result of resignations and retirements, 11 staff were moved from the supply list into a permanent position January 11, 2018 and 42 staff were moved from the supply list to a probationary position effective September 1, 2018. In total, 305 supply staff are on the list for September 2018. 133 Educational Assistants have been placed into LTO assignments leaving 172 on the short term supply list.

### **Designated Early Childhood Educators, DECE (including Occasional staff)**

Throughout the 2017-2018 school year, 25 Designated Early Childhood Educators were hired to the occasional supply DECE list. A total of 6 names were removed from the list in August 2018. As a result of resignations and retirements, 8 probationary staff were moved from the supply list into a permanent position effective September 1, 2018. In total, 151 supply staff are available as of September 2018. 50 DECEs have been assigned to a LTO assignment to start the school year leaving 101 people on the short term supply list.

### **Office Clerical Technical, OCTU (including Occasional Staff)**

Throughout the 2017-2018 school year, 79 Office Clerical and Technical staff were hired to the occasional supply list. As a result of resignations and retirements, 39 probationary staff were moved from the supply list into a permanent positions. In total, the school year list started with 158 supply staff available for both LTO and short term casual work. 112 supply staff are on the daily supply list as 46 have been placed into LTO assignments.

### **Canadian Union of Public Employees, CUPE (including Supply Staff)**

Throughout the 2017-2018 school year, 57 CUPE staff were hired to the occasional supply list. As a result of resignations and retirements, 52 probationary staff were moved from the supply list into a permanent position, through the year. In total, 83 supply staff are available in September 2018 for daily work.

### **Next Steps**

Human Resources Team is committed to increasing the number of staff available for occasional and daily supply work within our schools. Our goal this year is to minimize the number of unfilled teaching and support positions and attract staff who have traditionally been marginalized through our staffing processes. As such, we are hiring additional Educational Assistants, Office Clerical and Technical staff and Elementary Occasional Teachers and Secondary Occasional Teachers this fall. In addition to attending Recruitment Fairs and key events, we are working closely with Corporate Communications and Yohana Otite, HWDSB Human Rights and Equity and Officer to promote and encourage qualified candidates from all interested groups to apply to various postings.

For example, to highlight the collaborative teamwork of Facilities Management staff, Human Resources staff, Equity staff and Communications and Community Engagement staff, please find attached a poster promoting our first ever On-Call Assistant Caretaker Job Fair this month.





HIRING CARETAKERS!

# JOB FAIR

Tuesday, **October 16**, 2018

**9 a.m. to 1 p.m.** and **3 p.m. to 7 p.m.**

HWDSB Education Centre

20 Education Court (Off Upper Wentworth)

## **On-Call Assistant Caretaker**

\$14.78 (probationary 60 days) to \$20.98 per hour

You will perform regular cleaning and caretaking duties, maintain security of school facilities and grounds, and provide minor maintenance and repairs to equipment and facilities. Your cleaning experience, demonstrated communication skills, proven ability to work with minimal supervision, and reliable transportation are essential.



Bring a completed application form that you can find online at [www.hwdsb.on.ca/careers](http://www.hwdsb.on.ca/careers) or at the HWDSB Education Centre's reception desk.

## **Questions?**

Call or email Lety Goddard at 905-527-5092 ext. 2255, [lgoddard@hwdsb.on.ca](mailto:lgoddard@hwdsb.on.ca)

*Hamilton-Wentworth District School Board is committed to equity in employment. As an equal opportunity employer, we are committed to establishing a qualified workforce that is reflective of the diverse population we serve. The Board is committed to providing accommodations throughout the recruitment and selection process. If you require accommodation, please notify us in advance and we will work with you to meet your needs. We encourage applications from all qualified individuals; however, only those under consideration will be contacted.*



## EXECUTIVE REPORT TO HUMAN RESOURCES COMMITTEE

**TO:** HUMAN RESOURCES COMMITTEE

**FROM:** Manny Figueiredo, Director of Education

**DATE:** October 4, 2018

**PREPARED BY:** Jamie Nunn, Superintendent Human Resources  
Matthew Kwan, Manager – Occupational Health & Safety

**RE:** Employee Incident and Reporting Statistics Summary 2017-2018

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Action

Monitoring

### Background

All employers are required to have a process for workers to report instances of workplace violence as defined by the Ministry of Labour. Any incident resulting in health care, lost time or critical injury requires notification to unions/federations, the Joint Health and Safety Committee and the Ministry of Labour. At HWDSB, we also chosen to share information with our joint health and safety committee on reports of workplace violence that do not result in health care, lost time or critical injury.

The Ministry of Labour defines workplace violence as:

- a) the exercise of physical force by a person against a worker, in a workplace, that causes or could cause physical injury to the worker,
- (b) an attempt to exercise physical force against a worker, in a workplace, that could cause physical injury to the worker,
- (c) a statement or behaviour that it is reasonable for a worker to interpret as a threat to exercise physical force against the worker, in a workplace, that could cause physical injury to the worker.

The receipt of a violent incident report does not necessarily mean that there was an instance of workplace violence based on the Ministry of Labour definition. This is a mechanism to collect information on incidence that occur in the school system so that incidents can be investigated and corrective actions taken as appropriate.

### Data

As a follow up to a request on May 7, 2018 by the Human Resources Committee to continue providing data on Violent Incident Reporting Statistics, data has been added for the 2017/18 school year. The data is reported in four major categories: First Aid, Health Care, Lost Time and No Injury. The terms are defined as follows:

**First Aid:** Immediate help provided by a qualified first aider to an ill or injured person.

**Health Care:** Professional services provided by a regulated health care practitioner, services provided by



hospitals and other health care facilities, prescription drugs, services of an attendant, modifications to a person's home and vehicle and other measures to facilitate independent living as in the Board's (WSIB) opinion are appropriate, assistive devices and prostheses, extraordinary transportation costs to obtain health care, such measures to improve the quality of life of severely impaired workers as, in the Board's (WSIB) opinion are appropriate.

**Lost Time:** Incidents where the worker is off work past the date of accident, loss of wages/earnings or a permanent disability/impairment.

**No Injury:** Incidents submitted that do not result in first aid, health care or lost time.

<b>Elementary Schools</b>					
<b>Year</b>	<b>First Aid</b>	<b>Health Care</b>	<b>Lost Time</b>	<b>No Injury</b>	<b>Total</b>
<b>2014/15</b>	49	26	17	1472	1564
<b>2015/16</b>	25	33	18	1675	1751
<b>2016/17</b>	30	30	13	2466	2541
<b>2017/18</b>	49	36	38	2621	2744
<b>Secondary Schools</b>					
<b>Year</b>	<b>First Aid</b>	<b>Health Care</b>	<b>Lost Time</b>	<b>No Injury</b>	<b>Total</b>
<b>2014/15</b>	3	4	7	143	157
<b>2015/16</b>	9	1	5	143	158
<b>2016/17</b>	3	3	6	94	106
<b>2017/18</b>	6	8	4	185	203

#### **Educational Assistants**

<b>Elementary Schools</b>					
<b>Year</b>	<b>First Aid</b>	<b>Health Care</b>	<b>Lost Time</b>	<b>No Injury</b>	<b>Total</b>
<b>2014/15</b>	35	21	16	1126	1198
<b>2015/16</b>	14	20	14	1304	1352
<b>2016/17</b>	25	20	9	1771	1826
<b>2017/18</b>	37	26	26	1787	1876
<b>Secondary Schools</b>					
<b>Year</b>	<b>First Aid</b>	<b>Health Care</b>	<b>Lost Time</b>	<b>No Injury</b>	<b>Total</b>
<b>2014/15</b>	0	2	4	98	104
<b>2015/16</b>	3	0	4	113	120
<b>2016/17</b>	0	1	5	62	68
<b>2017/18</b>	3	5	1	142	152

#### **Elementary Teachers Including Occasional Teachers**

<b>Year</b>	<b>First Aid</b>	<b>Health Care</b>	<b>Lost Time</b>	<b>No Injury</b>	<b>Total</b>
<b>2014/15</b>	10	3	1	273	287
<b>2015/16</b>	8	11	2	292	313
<b>2016/17</b>	3	7	3	500	513
<b>2017/18</b>	8	11	3	620	642

Year	First Aid	Health Care	Lost Time	No Injury	Total
2014/15	2	1	0	59	62
2015/16	1	2	1	45	49
2016/17	1	2	0	155	158
2017/18	1	0	2	186	189

**Secondary Teachers Including Occasional Teachers**

Year	First Aid	Health Care	Lost Time	No Injury	Total
2014/15	3	2	2	44	51
2015/16	6	1	1	25	33
2016/17	3	2	1	28	34
2017/18	3	3	3	39	48

**Other Workers (Principals, PSSP, CUPE, PASS, Non-Union CCE, OCTU, Focus on Youth)**

Year	First Aid	Health Care	Lost Time	No Injury	Total
2015/16	2	0	0	36	38
2016/17	2	1	1	44	48
2017/18	0	0	2	36	38

The Other Workers category includes all other employees of the board. This set also includes incidents to staff who work outside of the school environment.

**Next Steps**

Through Superintendent Blair’s leadership, the Board is piloting a new type of training at 4 schools called *Conscious Classrooms*. This intensive training will add to the skills of staff working in 3 Autism Spectrum Disorder (ASD) classes and 1 Character Networks class whereby help manage behaviours that give rise to workplace incidents.

For this school year, the Board has hired Behavior Analysts. Behaviour Analysts are responsible to support the work of our classroom instructors in developing successful strategies for students with challenging behavior.

The Board will conduct an updated site based workplace violence risk assessment at each school in 2018-2019. Workplace Violence Risk Assessments are completed to identify risks that may arise from the nature of the workplace, type of work or the conditions of work. This is done in support of the Board’s workplace violence program which will be updated to incorporate the findings of this exercise.

Our classroom teachers, educational assistants and administrators continue to work through the board procedure outlining our response to students who exhibit a pattern of challenging behavior. Our staff work together to develop plans to replace the behavior and respond to signs of escalation. This is supported with additional training on Non-Violent Crisis Intervention which includes instruction on de-escalation strategies and strategies to protect the student and the staff.



## EXECUTIVE REPORT TO HUMAN RESOURCES COMMITTEE

**TO:** HUMAN RESOURCES COMMITTEE

**FROM:** Manny Figueiredo, Director of Education

**DATE:** October 4, 2018

**PREPARED BY:** Jamie Nunn, Superintendent of Human Resource Services  
Sharon Stephanian, Superintendent of Equity & Well-Being  
Yohana Otite, Human Rights and Equity Officer

**RE:** Workforce Census – April 2019

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**Action**       **Monitoring**

### Background

Creating an equitable, inclusive, accessible and supportive workplace is a priority at Hamilton-Wentworth District School Board. To gain a clearer understanding of who we are as a workforce community, HWDSB is planning to develop and conduct a Workforce Census in April 2019.

The workforce census is a voluntary and anonymous survey that will be offered to all HWDSB staff to complete. The census will help us to:

- Paint a picture of who we are as a workforce community;
- Identify strengths and barriers to workplace equity and inclusion;
- Develop and implement plans and supports to address workplace equity; and
- Provide employee information to help us reach our goal and commitment to increasing diversity at all levels.

The creation and implementation of a Workforce Census is supported by the Ontario Ministry of Education. It is a critical step in implementing Ontario's Education Equity Action Plan, the Board's Equity and Inclusive Education Policy and the Board's commitment in enhancing positive culture and well-being.

As a first step, a Workforce Census Steering Committee has been established. The Committee is comprised of Union Presidents (or representatives), HWDSB staff including Research and Analytics and Senior Management. The committee will be instrumental in the creation, the administration of the census and the data analysis process. The committee will also provide input and feedback in the development of communication and mobilization plan that will inform how the results from the census will be used in informing the Board's priorities with its annual plan and future strategic directions. The timeline for this project is from September 2018 to June 2019. The committee will meet for a maximum of four times during this period.

The Workforce Census staff working group has connected with other schools boards in Ontario that have conducted workforce census recently to learn from their experience and build on their best-practices.



## EXECUTIVE REPORT TO HUMAN RESOURCES COMMITTEE

**TO:** HUMAN RESOURCES COMMITTEE

**FROM:** Manny Figueiredo, Director of Education

**DATE:** October 4, 2018

**PREPARED BY:** Jamie Nunn, Superintendent of Human Resource Services

**RE:** Policy Review: Staff Engagement Policy

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**Action**

**Monitoring X**

### **Rationale/Benefits:**

One Human Resource Division Policy is scheduled for review. Revisions to the policy are outlined in this report.

### **Background:**

### **Summary of changes:**

#### **Policy 4.7 Staff Engagement**

- Under Guiding Principles added:
  - Consolidate staff engagement, training, development and wellness to promote a workplace culture where equity is valued and operationalized at every-level.
  - Develop comprehensive on-boarding program for new employees to fully integrate them into the board's engagement and commitment to equity and inclusion.
- Under Definitions added:
  - *Equity*: This is being fair, inclusive, and respectful of all people. This does not mean treating people the same without regard for individual differences.
- Under Progressive Indicators
  - Updated language from *Annual Operating Plan* to *Board Annual Plan*
  - Added the word *service* in front of *departments*.
  - Staff Voice Survey is distributed to all staff every other year to allow for consistent data collection and reporting.
  - Removed language referring to gathering feedback on Board's service standards as this is not a current Board practice.
- Under Policies:
  - Equity and Inclusive Education Policy



# Staff Engagement

Date Approved: XXXX

Projected Review Date: XXXX

Page 1 of 3

## PURPOSE:

Hamilton-Wentworth District School Board (HWDSB) is committed to supporting student success and well-being through high levels of staff participation, involvement and engagement.

## GUIDING PRINCIPLES:

- Involve, respect, recognize and value staff members as partners in student success and well-being.
- Foster the development of trustful and respectful relationships through collaboration and teamwork.
- Promote, encourage and engage in effective communication with all staff members.
- Develop and sustain a professional workforce that reflects the make-up of the student body in the Hamilton-Wentworth region.
- Consolidate staff engagement, training, development and wellness to promote a workplace culture where equity is valued and operationalized at every-level.
- Develop comprehensive on-boarding program for new employees to fully integrate them into the board's engagement and commitment to equity and inclusion.

## INTENDED OUTCOMES:

- Provide all staff with opportunities for professional learning, leadership development and performance management to support continuous improvement and engagement for all employee groups.
- Engage all staff in collaborative teams, both within and across service departments and schools, to explore how they can assist each other and our community with supporting student achievement and well-being.
- Gather staff voice regularly to demonstrate our commitment to gathering input and to strengthen HWDSB as a Learning Organization.

## RESPONSIBILITY:

Director of Education  
Members of Executive Council

## TERMINOLOGY:

*Staff:* All individuals who agree to work on a full-time or part-time basis for HWDSB for a specified or indeterminate period of time. Salary or wages are paid to this individual and from this payment, deductions are taken for Canada Pension Plan, Income Taxes and Employment Insurance.



# Staff Engagement

Date Approved: XXXX

Projected Review Date: XXXX

Page 2 of 3

*Professional Learning:* A comprehensive, sustained, and intensive approach to improving employee effectiveness.

*Equity:* This is being fair, inclusive, and respectful of all people. This does not mean treating people the same without regard for individual differences.

## ACTION REQUIRED:

This policy will support the way staff are motivated and encouraged to complete their work with commitment, satisfaction, pride and support for HWDSB's Strategic Directions.

## PROGRESS INDICATORS:

Data will be collected to measure the degree to which the intended outcomes contained in the Pillar Policy, specific policies and related policies have been achieved. The review will include but not be limited to the following key areas and related components:

Intended Outcome	Assessment
Provide all staff with opportunities for professional learning, leadership development and performance management to support continuous improvement and engagement for all employee groups.	Staff and leadership development programs linked to HWDSB Strategic Directions are available for staff from various employee groups to attend.  Data is gathered to measure participation and satisfaction/impact of programs on participants.
Engage all staff in collaborative teams, <del>both within and across departments and schools,</del> to explore how they can assist each other and our community with supporting student achievement and well-being.	Achievement of strategies within HWDSB's Annual Operating Plan <del>Board Annual Plan</del> by schools and <del>service</del> departments.
Gather staff voice regularly to demonstrate our commitment to gathering input and to strengthen HWDSB as a Learning Organization.	Staff voice survey is distributed to all staff <del>every other year</del> and response rate and progress is measured.  System leaders meet regularly to share progress with supporting the <del>Board's Annual Operating Plan</del> <del>Board's Annual Plan</del> within their schools/departments.  <del>Feedback is gathered from stakeholders by service departments to measure how well they are meeting the Board's service standards regarding delivery of their service across the</del>



# Staff Engagement

Date Approved: XXXX

Projected Review Date: XXXX

Page 3 of 3

## REFERENCES:

### **Government Documents**

Municipal Freedom of Information and Protection of Privacy Act  
Ontario Human Rights Code

### **HWDSB Policies**

Professional Learning  
Respectful Working and Learning Environments Procedure  
**Equity and Inclusive Education Policy**