

### AGENDA: 5:30 pm

1. Call to Order
2. Approval of the Agenda
3. Employee Recruitment Update
4. 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 member, an employee or prospective employee of the board or a pupil or his or her parent or guardian*
5. Meeting resumes in public
6. Attendance Management Policy
7. Adjournment



## EXECUTIVE REPORT TO HUMAN RESOURCES COMMITTEE

**TO:** HUMAN RESOURCES COMMITTEE

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

**DATE:** January 7, 2019

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

**RE:** Employee Recruitment Update

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Action ☐

Monitoring ☒

### Background

The Human Resource Services Division is committed to enacting and supporting the 5 priorities within the Board's Strategic Directions. As a division, Human Resource Services plays an integral role in each of the priorities. One of the major functions within the division is the hiring and recruiting of qualified individuals for various roles within the organization. As such, the Staffing and Operations Department has developed their Annual Plan focused within the following two areas:

- Ensuring qualified and fully-trained educators and staff are within our schools, facilities and Education Centre and available to support both short-term and long-term absences.
- Implementing the goals outlined within Year 2 of Ontario's Education Equity Action Plan. ([http://www.edu.gov.on.ca/eng/about/education\\_equity\\_plan\\_en.pdf](http://www.edu.gov.on.ca/eng/about/education_equity_plan_en.pdf)).

The Ontario's Education Equity Action Plan is critical as it enables the Staffing and Operations Team to reflect on their current practices and make strategic changes to identify and eliminate discriminatory practices, and remove barriers for under-represented groups to apply for and successfully obtain employment with the HWDSB. As outlined within the Ontario's Education Equity Action Plan, HWDSB wants to ensure that the diversity of the teachers, staff and school system leaders in our schools reflects the diversity of our students through our recruitment, hiring and promotion of educators and school and system leaders. This will continue to be a major focus of our work both now and the years ahead.

### Progress

We have made shifts in our Human Resource practices to create an equitable, inclusive, accessible and supportive workplace at Hamilton-Wentworth District School Board. Our work in this area began in June 2018 when we engaged equity and inclusion consultant Shakil Choudhury to work alongside our staff, union partners and administrators to review current methods of screening, interviewing and hiring. With Shakil's support, we identified the need to make changes to our current promotion strategies, recruitment strategies, and screening and interview practices.

### Promotion & Recruitment

We have worked closely with HWDSB's Human Rights and Equity Officer, Yohana Otite, to promote and encourage applications from a diverse pool of candidates. When we have a job posting, in addition to promoting the vacancy on our website, social media feed (including LinkedIn), we also share the posting with 64 leaders of various Hamilton community groups and agencies. This clear intention has led us to explore a broad network of organizations in Hamilton and surrounding areas to diversify our practice. Also, and for the first time, we attended job fairs at the Six Nations Indian Reserve as well as the Mississaugas of the New Credit in Hagersville. By sharing

job opportunities with a broader population, we are able to increase applicant pools in a tangible way.

In addition to promoting HWDSB locally, we have developed a recruitment strategy whereby we are promoting HWDSB throughout Ontario. For example, we have attended career fairs in Toronto for both Apply to Education and the University of Toronto. In 2019, members of the Staffing team will attend additional recruitment fairs at Queens, Western, Brock, Laurentian, Ottawa, York and McGill in search of both English and French qualified teachers. Recognizing that the Greater Hamilton Area is an affordable community and attractive for future candidates is encouraging. As we travel to recruit candidates from across the province, and into Quebec, teams will share the benefits of working for HWDSB in tandem with the many reasons the City of Hamilton is a great place to live. As a next step, our Staffing team will meet with local leaders to explore further opportunities to connect with local settlement organizations and create opportunities for internationally trained educators to work within our schools.

This past fall, the Human Resource Services Team offered two Job Fairs at the Education Centre for both CUPE (Caretaking and Maintenance) and OCTU (Office and Technical Workers). The Fairs resulted in hiring 50 occasional CUPE employees and 45 occasional OCTU employees. In collaboration with both union leaders, we actively promoted these fairs with various employment agencies within the city. We actively engaged our community and welcomed qualified candidates to attend either a morning or evening portion of the Fair. Our next step is to participate in a series of Hamilton-based Job Fairs offered through Employment Hamilton. The success of these two pilot initiatives; however, has made it clear that this form of recruitment is a wise investment of time and resources.

### **Screening & Interviewing**

The Staffing and Operations Team has been actively screening and interviewing candidates for a wide variety of vacate positions this past fall. For example, roughly 250 Occasional Elementary interviews concluded at the end of December and offers of employment are currently being sent to successful applicants. Teams have also interviewed and hired approximately 25 new occasional Designated Early Childhood Educators, 40 Educational Assistants and 45 Occasional Secondary Teachers.

Based on feedback from various candidates, we have revised our processes whereby we now offer interviews at different times of the day, in various locations and with mixed groups of administrators, managers and supervisors. In the new year, and with the support of Human Rights and Equity Officer, we intend to offer further support and education on interview skills to administrators, managers and supervisors who participate on interview panels in addition to providing Accessibility for Ontarians with Disabilities Act (AODA) training. AODA training gives employees the basic knowledge about accessibility, and how it influences people with disabilities. This training will further influence our screening and interviewing processes because it educate all staff on how to provide excellent customer service to people of all abilities (not just future candidates who may have a physical disability).

We continue to work with the Professional Development department to refine and improve our practices around onboarding, ensuring that new hires in all employee groups are welcomed to HWDSB in a consistent and meaningful manner.

### **Staff Census**

This spring, Hamilton-Wentworth District School Board will conduct a workforce census. The census will provide a count of all employees in the organization and will be used to gather a more detailed picture of our staff overall. The information collected through the census will help HWDSB better understand and serve the interests of all employees. We also believe that the workforce census will help staff identify strengths and barriers to equity and inclusion, and more thoroughly assess barriers to employment within the organization. Human Resource Services staff will thoroughly review the results of the Census with our union leaders to further understand who may not be a part of our organization and determine what concrete next steps we can take to ensure we are removing barriers to employment with HWDSB.

### **Next Steps:**

The Staffing and Operations team will conduct a thorough review of our hiring and selection practices with the support of third-party consultant. This work will begin in January 2019. The Superintendent of Human Resource Services will continue to provide updates throughout this review.



## EXECUTIVE REPORT TO HUMAN RESOURCES COMMITTEE

**TO:** HUMAN RESOURCES COMMITTEE

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

**DATE:** January 7, 2019

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

**RE:** Attendance Management Policy

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**Action**

**Monitoring X**

The attached policy will be discussed at the policy committee later this month – today it is brought to HR Committee as information.

# Employee Attendance Management

Date Approved: XXXX

Projected Review Date: XXXX

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## PURPOSE:

Hamilton-Wentworth District School Board (HWDSB) believes that all employees should have meaningful relationships with their employer consistent with the Ontario Human Rights Code and any other applicable legislation. The primary focus of attendance management is to promote a workplace where employees feel safe, supported and accepted. Addressing workplace wellness issues and promoting a healthy workplace ensures support for employees so they are able to attend work regularly and contribute to the organization's success.

## GUIDING PRINCIPLES:

- Provide support to employees
- Foster and promote engagement with all employees.
- Promote trustful and respectful relationships.
- Encourage regular attendance at work through the proactive use of employee support programs and preventative measures.
- Manage absences consistently and equitably across the organization.

## INTENDED OUTCOMES:

- Support a healthy workplace through Employee Support and Wellness when necessary.
- Promote, encourage and engage in effective communication with all employees about regular attendance.
- Deliver ongoing training and/or support to new and current supervisors about an attendance management program
- Meet mandated legislative requirements.

## RESPONSIBILITY:

Director of Education  
Members of Executive Council



# Employee Attendance Management

Date Approved: XXXX

Projected Review Date: XXXX

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## TERMINOLOGY:

*Employee:* All individuals who agree to work on a full-time or part-time basis for HWDSB for a specified or indeterminate period. In addition, Salary or wages are paid, less statutory deductions.

*Attendance Management Program:* The practice of offering Board support to employees to assist in reducing barriers to them attending work. Attendance support is a prevention/early intervention strategy.

*Healthy Workplace:* One in which everyone works together to promote the health, safety and well-being of all employees. This includes physical and psycho-social health and safety, personal health and commitment to the internal and external community.

*Engagement:* The emotional commitment or connection that employees feel toward the organization's mission, vision and values.

*Equitable:* Fair and impartial.

## ACTION REQUIRED:

Apply an Attendance Management Program to assist employees with regular attendance at work in a supportive manner. Provide the appropriate training and resources to supervisors that will enable them to be supportive of employees in this process.

## PROGRESS INDICATORS:

Intended Outcome	Assessment
Support a healthy and engaged workplace through employee support and wellness when necessary.	Regular reports regarding employee attendance at work are reviewed by Employee Support and Wellness who address prolonged/irregular absences with their employees through a supportive process.  Staff survey where applicable.
Promote, encourage and engage in effective communication with all employees about regular attendance.	Regular feedback is gathered from supervisors, employees and employee group representatives about their experiences with this program.



# Employee Attendance Management

Date Approved: XXXX

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	The support process is applied consistently to all employees.
Deliver ongoing training and/or support to new and current supervisors about an attendance management program	Appropriate training and support is provided on an ongoing basis to Employee Support and Wellness staff involved in the process.
Meet mandated legislative requirements.	All processes and documentation meet legislated requirements.

## REFERENCES:

### Government Documents

Accessibility for Ontarians with Disabilities Act, 2005 (AODA)  
 Charter of Rights and Freedoms  
 Municipal Freedom of Information and Protection of Privacy Act, 1990  
 Ontarians with Disabilities Act, 2001  
 Ontario Human Rights Code, 1990  
 Personal Health Information Protection Act, 2004, SO, c. 3  
 Workplace Safety and Insurance Act, 1997

The Education Act  
 Employment Standards Act  
 Collective Agreements