



# Equitable Employee Recruitment, Retention and Advancement

Date Approved: 2023

Projected Review Date: 2027

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## PURPOSE:

Hamilton-Wentworth District School Board (HWDSB) strives to attract a diverse and qualified workforce to support the achievement of its strategic Annual Plan, Equity Action Plan and Workplace Equity Action Plan. The Board is committed to creating and sustaining an inclusive, caring, and safe learning and working environment through recruitment and promotion practices that are consistent, equitable, transparent, free from discrimination and that support the Board's mission, vision and values.

## GUIDING PRINCIPLES:

This policy applies to all candidates and staff members for any position of employment with the Hamilton-Wentworth District School Board. HWDSB believes in:

- Establishing and maintaining discrimination free environments.
- Maintaining the highest level of ethical and professional standards.
- Developing a workforce that is representative of the diversity of the student body in the Hamilton-Wentworth community. This may include the development of a Special Programs recruitment strategy available through the Human Rights Code.
- Recruiting and hiring skilled and qualified employees to support student achievement.
- Exercise due diligence throughout the hiring process to align with all legislated requirements and the provisions of the collective agreements, where applicable.
- Provide a bias free, Equitable, fair, and transparent interview process for all job competitions.
- Providing support and training to staff who are involved in the hiring process.

## INTENDED OUTCOMES:

The Board will endeavor to continuously improve removing barriers for all applicants applying to job vacancies with the HWDSB and will:

- Make every effort to identify and remove discriminatory biases and systemic barriers that may limit the opportunities of individuals for employment, mentoring, retention, promotion, and succession planning in all Board and school positions, including those groups that have traditionally been and/or are currently marginalized within our society.
- Implement strategies to attract and retain staff that reflects the diversity within the region and that is capable of understanding and responding to the experiences of the diverse communities within the Board's jurisdiction.



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- Ensure the Boards hiring practices align with all mandated legislative requirements.
- Provide and maintain a safe and secure working and learning environment.

## RESPONSIBILITY:

Director of Education  
 Superintendent of Human Resource Services  
 Members of Executive Council

## TERMINOLOGY:

*Accommodation:* A reasonable modification or adjustment to a job, the work environment or the hiring process based on individual personal circumstance.

*Applicant:* A person who applies to a vacant position.

*Candidate:* An applicant who is engaged in the selection process for a position. This may include an existing employee or external applicant.

*Conflict of Interest:* A potential, apparent, or actual conflict where an employee's financial or other personal interest, whether direct or indirect, conflicts or appears to conflict with the employee's responsibility to the Board, or with the participation in any recommendation or decision pertaining to hiring within the Board.

*Conflict of Interest – Relationship:* Relationship means any relationship of the employee to persons of their immediate family whether related by blood, adoption, marriage, or common-law relationship, and any relationship of an intimate and/or financial nature during the preceding five years, any student-supervisor relationship, or any other past or present relationship that may give rise to a reasonable apprehension of bias.

*Employee:* Full-time or part-time employees of the School Board involved in hiring.

*Equity:* A condition or state of fair, inclusive, and respectful treatment of all people. It does not mean treating people the same without regard for individual differences.

*Qualifications and Merit:* Adhering to qualifications pursuant to Regulation 298, "Operations of Schools General", and valuing applicants additional experiences such as skills, background, lived experience and work experiences including foreign-trained experience.



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*Special Programs:* The Ontario *Human Rights Code* enables organizations to create temporary special measures, referred to as “special programs”, to address the effects of systemic discrimination. Special programs help to promote substantive equality by creating opportunities for people and groups who face disadvantage and discrimination. Where people from specific marginalized communities are demonstrably under-represented in a board’s workforce, well-designed special programs can allow boards to preferentially hire people from these communities. Such programs are expressly protected under the Code.

## ACTION REQUIRED:

Recruit for prospective staff who are qualified and meet the specific qualifications for each position using a bias free, consistent, inclusive, equitable and transparent recruitment practices. Assist qualified staff from diverse backgrounds to acquire relevant employment experiences by providing appropriate learning opportunities when possible (e.g., job coaching).

## PROGRESS INDICATORS:

Intended Outcome	Assessment
Identify and remove discriminatory biases and systemic barriers that may limit the opportunities of individuals for employment.	Continue to implement the HWDSB Equity Action Plan and Workplace Equity Action Plan.
Implement strategies to attract and retain a staff that reflects the diversity within the region.	<p>Conduct ongoing research regarding HWDSB demographics to better inform recruiting and hiring practices.</p> <p>Community outreach to inform members from our diverse community about career opportunities in education to address current and emerging staffing needs and attract applicants that represent our student population.</p> <p>All candidates selected for interview meet the educational, skill and experience qualifications/merit required for the advertised position.</p>
Meet mandated legislative requirements.	Continue to ensure all mandated legislative requirements are reflected in the Boards Procedures.



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	<p>Implement the Workplace Equity Audit hiring recommendations as outlined in the Workplace Equity Audit.</p> <p>Implement recommendations related to the Ministry of Education Policy/Program Memorandum No. 165</p> <p>The recruitment process is applied consistently to all potential candidates.</p> <p>Hiring supervisors receive appropriate training and tools for leading a fair and equitable hiring process.</p> <p>Staff who participate on interviewing panels receive appropriate training and tools for participating in the hiring process.</p>
Provide and maintain a safe and secure working and learning environment to protect all students and staff from exposure to harmful risk.	All criminal background checks and vulnerable sector screenings are reviewed and meet HWDSB requirements.

## REFERENCES:

### Government Documents

Canadian Charter of Rights and Freedoms  
 Child and Family Services Act  
 Criminal Code of Canada  
 Education Act  
 Municipal Freedom of Information and Protection of Privacy Act  
 Occupational Health & Safety Act  
 Ontario Human Rights Code  
 Police Services Act  
 Youth Criminal Justice Act  
 Accessibility for Ontarians with Disabilities Act  
 Ministry of Education Policy/Program Memorandum No. 165

### HWDSB Policies

Integrated Accessibility Standards 1.4  
 Occupational Health and Safety Policy 4.3  
 Equity and Inclusion Policy 5.4