



Human Resources Committee

Tuesday, October 20, 2020
Virtual Meeting, audio posted the following day

Hamilton-Wentworth District School Board
20 Education Court, P.O. Box 2558
Hamilton, ON L8N 3L1

AGENDA: 5:00pm

1. Call to Order
2. Approval of the Agenda
3. Employee and Staffing Update
4. Employee Equity Audit Update
5. Employee Attendance Update
6. Adjournment from public session and 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*



EXECUTIVE REPORT TO HUMAN RESOURCES COMMITTEE

TO: HUMAN RESOURCES COMMITTEE

FROM: Manny Figueiredo, Director of Education

DATE: October 20, 2020

PREPARED BY: Jamie Nunn, Superintendent of Human Resource Services
Cindy Francis, Senior Manager, Human Resource Services

RE: Employee and Staffing Update

Action ☐

Monitoring ☒

Background

In September of each year, the Staffing and Operations department provides the Human Resources Committee an update on staffing for each of the Board's union groups in preparation for the new school year. In addition, this report presents an update regarding any changes in staffing for September 2020.

Recruitment and Onboarding

In preparation for the 2020-2021 school year, the staffing team developed and initiated a recruitment and hiring plan in response to needs of our staff demographic, projected growth in student enrolment and additional positions funded through central bargaining.

The plan was focused on three major commitments:

- Recruit qualified staff who are ready for daily occasional work (following the spring hiring process)
- Recruit and fulfill positions created by Support for Students Funding (money through central bargaining)
- Continue to seek opportunities in collaboration with our Equity Department to diversify HWDSB's workforce.

Hiring Plan

Human Resource Services is committed to maintaining healthy occasional pools to ensure coverage when an employee is absent. The Board has successfully recruited and onboarded a number of staff including:

Employee Group	Number of Individuals Hired	Current Pool Size
Elementary Occasional Teachers	198	886
Secondary Occasional Teachers	48	357
Educational Assistants	58	302
Office and Clerical Workers	38	173
Caretaking Staff	38	106
Designated Early Childhood Educators	14	114

Given our current staffing needs, we are hiring additional occasional Educational Assistants, Office Clerical and Technical staff, and CUPE caretakers this fall.

Support for Students Funding

At the central bargaining table, funding was provided to school boards to create permanent positions to address special education supports, ELL supports, Indigenous student supports, Early Years special education supports as well

as mental health Initiatives. The following Appendix summarizes the positions added for the various groups.

Preparing for September:

Elementary

In preparation for the new school year and in response to COVID-19, the Board established an elementary Remote Day School. Considering the number of students who registered for the Remote Day School, staff reorganized elementary schools prior to the new school year. The Board further added funding from reserves to lower class size to maintain physical distancing in FDK and Grade 4-8 classes. At the time of this report, we have opened 92 additional classrooms and hired 25 Designated Early Childhood Educators and lowered class size in FDK to a system average of 21 students per class and lowered class size in Grade 4-8 classrooms to a system average of 21 students per class. Staff will spend the month of October re-organizing elementary schools for full implementation by November 3, 2020. Throughout the reorganization process, we will review class sizes again as our goal is to keep our FDK and Grade 4-8 system class averages at 21 with the additional reserve funding.

Secondary

In secondary, since the start of the new school year, we have added 19 lines (3.17 FTE) from contingency funding to open classes and support students who have selected e-Learning.

Onboarding Program

Our Professional Development department has implemented an employee onboarding program for all newly hired staff. This half day program provides new employees with an opportunity to learn more about HWDSB and prepare for their new roles within the organization. The program is offered monthly in collaboration with a number of service departments. As part of this training program this fall, all occasional staff received one full day of training on COVID-19/safe return to school protocols and a paid half day of occupational health and safety training.

Post Offer Screening

As recommended through the Workplace Medical Corporation consultant and in alignment with our Human Resources Strategic Plan. The Board conducted a Request for Proposal process to hire third party vendors to complete the pre-employment physical testing. As part of our recruitment process, Staffing and Operations team has implemented pre-employment physical testing into our hiring processes for the all new casual hires for Custodial, Educational Assistants and Designated Early Childhood Educators for the 2020-2021 school year. These roles are more physically demanding roles and this new process will ensure we are hiring staff are able meet the physical demands of the respective position.

Recruitment Strategies

Human Resource Services is committed to ensuring we have staff available for occasional and daily supply work within our schools. We are committed to minimize the number of unfilled teaching and support positions and attract staff who have traditionally been marginalized through our staffing processes. Most recently, and in collaboration with Yohana Otite, HWDSB Human Rights and Equity and Officer, we have connected with five local settlement agencies including the Immigrant Working Centre, YMCA, YWCA, Wesley, and College Boreal to provide focused hiring rounds for various occasional pools including CUPE, DECE, OCTU and COPE. The Board is also working with Turner Consulting to complete an Employment Equity Audit that will review the Board's current hiring practices. We look forward to the recommendations from the Audit.

Next Steps

At the Human Resources Committee in November, staff will provide:

- a detailed update in regards to our Employment Equity Audit.
- a monitoring report in regards to October reorganization and overall staffing in response to COV-19 and additional funding allocations.

APPENDIX: HWDSB SUPPORT FOR STUDENTS FUND

Employee Group	Purpose	Process	Positions Created
ETFO	Create teacher positions to address special education supports, ELL supports, Indigenous student supports, Early Years special education supports as well as Mental Health Initiatives.	Joint Staffing Committee to meet annually to discuss resulting allocations based on student needs. Require a local agreement with HWETL.	Funding equates to 16.6 FTE
COPE	Funds are to be used for permanent positions to address special education supports, ELL supports, Indigenous student supports, Early Years special education supports as well as Mental Health Initiatives.	No later than 30-days after schools re-open, Board and the Local to meet and discuss allocation of FTE. Additional staff added through this funding should be a part of the June staffing process.	Funding equates to 19 FTE
OSSTF	Create teacher positions to address special education, unique learning needs as well as mental health initiatives. The FTE will be for school-based teaching positions that work directly with students.	Joint Staffing Committee to meet annually to discuss resulting allocations based on student needs.	Funding equates to 7.4 FTE (44 lines)
OSSTF Education Workers (OCTU, PSSP, ESL Instructors)	Funds from this system investment shall be allocated to all publicly funded school boards with OSSTF/FEESO members to create additional OSSTF/FEESO education workers permanent positions to address special education, unique learning needs, mental health initiatives and employees who play a role in promoting safe, healthy and caring schools.	Staff are to be allocated as part of the spring staffing process. A local agreement is not required.	Funding equates to 8 FTE
CUPE	Investment in Student Supports staffing	No later than 30 days following ratification of central terms, each board and local shall meet and engage in consultation to discuss the use of funds and allocation to CUPE bargaining units.	Funding equates to 9 FTE



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TO: HUMAN RESOURCES COMMITTEE

FROM: Manny Figueiredo, Director of Education

DATE: October 20, 2020

PREPARED BY: Jamie Nunn, Superintendent of Human Resource Services
Lety Goddard, Manager, Staffing and Operations
Yohana Otite, Human Rights and Equity Officer

RE: Employment Equity Audit

Action ☐

Monitoring ☒

Background

The Hamilton Wentworth District School Board is fully engaged in an Employment Equity Audit to examine human resource policies and practices related to hiring, advancement, and inclusion of employees from diverse backgrounds. The information gathered through this work will help HWDSB revise policies and practices, set priorities, and develop resources to continue building an even more inclusive, welcoming and supportive environment for everyone. The Audit is a key step a part of the [HWDSB Equity Action Plan](#).

The audit is conducted by Turner Consulting Group, which specializes in workplace equity, diversity and inclusion. The Employment Equity Audit will:

- Review HWDSB's human resource policies and practices for staff hiring to identify systemic barriers and biases
- Review compliance with equity-related legislation
- Review promotion processes
- Review current practices to promote workplace diversity and inclusion to identify gaps, and
- Make recommendations for removing the identified barriers and creating a more diverse workforce and inclusive work environment.

The audit includes:

- A review of Human Resources policies, procedures, and practices
- Consultations with staff, managers, and school administrators through an online survey
- Consultations with staff, managers, and school administrators through focus groups
- One-on-one interviews with senior leaders, unit representatives, and human resources staff
- Progress

To date Turner Consulting has completed three of the major steps, including:

- A review of our recruitment and selection processes and practices;
- Thirty-six (36) one-on-one interviews with staff, union representatives and senior leaders;
- An online staff survey (of which 1207 employees participated).

We are currently engaged in the final stage of the audit whereby Turner Consulting is conducting 13 different

focus groups. The focus groups will be finished by October 5, 2020.

Next Steps

A full report on the Employment Equity Audit and the recommendations provided by Turner Consulting will be brought forward to the Human Resources Committee on November 24, 2020.

HWDSB

We want to hear from you on...

The Employment Equity Audit

Share your experience as an HWDSB employee and your perspective on workplace equity, diversity, and inclusion at the board.

Let's foster a culture that supports workplace equity, diversity, and inclusion!

What is it?

We are looking at our employment policies and hiring practices, to remove barriers to the hiring, advancement and full inclusion of all employees. (Learn more about the equity audit).

Who's involved?

We have retained Turner Consulting Group, a leading consultancy practice specializing in workplace equity, diversity, and inclusion. Hearing from you is essential!

How do I participate?

- [Survey link](#)
- Survey takes about 10-15 minutes to complete.
- Your individual input is anonymous and confidential and will not be seen by HWDSB staff. The survey results are managed by Turner Consulting.

How long do I have to participate?

- The survey link will be available to all staff until **Friday, June 26**

Questions?

If you have questions or concerns, please contact Leticia Goddard at lgoddard@hwdsb.on.ca or the consultants at info@turnerconsultinggroup.ca.



HWDSB

We want to hear from you on...

The Employment Equity Audit - Focus Groups

Share your experience as an HWDSB employee and your perspective on workplace equity, diversity, and inclusion at the board.

Who's facilitating the focus groups?

We have retained Turner Consulting Group, a leading consultancy practice specializing in workplace **equity, diversity, and inclusion**. **Hearing from you is essential!**

Where you fit in:

Now, we are excited to re-schedule the audit's focus groups, which were put on hold last school year. We are hoping that even more HWDSB employees share their perspectives on workplace equity, diversity, and inclusion at the board.

Due to the unprecedented times and to ensure everyone's safety, focus groups will be held in a virtual environment

- Focus groups will take place on Zoom between September 21st-25th and October 5th-9th, 2020.
- Please take a moment to learn more and register for a focus group at <https://www.surveymonkey.com/r/HWDSB-FGReg>

Questions?

If you have questions or concerns, please contact Leticia Goddard at lgoddard@hwdsb.on.ca or the consultants at info@turnerconsultinggroup.ca.





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TO: HUMAN RESOURCES COMMITTEE

FROM: Manny Figueiredo, Director of Education

DATE: October 20, 2020

PREPARED BY: Jamie Nunn, Superintendent, Human Resource Services
Cindy Francis, Senior Manager, Human Resource Services
Lori Steacy, Manager, Employee Support and Wellness

RE: Employee Attendance Monitoring Report (September 2019 – August 2020)

Action

Monitoring ☒

Background

In July of 2018, Hamilton Wentworth District School Board (HWDSB) assessed the board's absence management programs, practices and procedures. Workplace Medical Corp. (WMC) conducted the assessment with goals to:

1. Evaluate and understand the current state of the existing program, including strengths and gaps.
2. Understand the drivers of the current state of absenteeism at HWDSB.
3. Identify opportunities to fill the gaps, ensuring the absence program was supporting all employees while maintaining a healthy and safe working environment.
4. Ensure the future HWDSB absence and disability management processes are consistent with best practices within the education sector.
5. Provide recommendations to bring the program in line with these best practices.

The assessment provided the Board with recommendations which then became the foundation for the development of the Board's Strategic Wellness and Absence Management Plan. This plan sets out goals that supports our Strategic Directions by reducing employee absences by a minimum one-half day per year for four years.

Staff implemented the Employee Support and Attendance Management Procedure in support of the Attendance Management Policy 4.2 on September 1, 2019. In accordance with the procedure, staff have:

- Implemented an Attendance Management Program. Within the program, all employees are supported, and individual circumstances are reviewed on a case-by-case basis.
- Implemented a program to review the attendance statistics of all employees on a weekly and monthly basis.
- Implemented an early intervention model to support staff who are absent from work five (5) or more consecutive days by reaching out and offering support for return to work.

Findings for the 2019-2020 School Year

Staff absences have reduced by 4.08 days when we compare the number of sick leave absences from September 2018 – August 2019 school year to the September 2019 – August 2020 school year. We recognize the impact of the Ministerial Order had on this data.

Timeframe	Average Number of Days
September 2019 – August 2020	9.73
September 2018 – August 2019	13.81
Difference	(4.08)

Progress:

During the Ministerial Order from March 13, 2020 to June 30, 2020, staff continued to provide support to staff as outlined within the Employee Support and Attendance Management Procedure and continued to do so as staff returned upon school reopening. In addition, staff have implemented a process to support employees who are absent from work as a result of COVID-19 based on public health directives.

Next Steps;

Supporting all staff as we have returned to school is a top priority for the Employee Support and Wellness team and the Human Resource Services division. We will continue to provide supportive assistance for all employees while addressing barriers preventing employees from attending work regularly. We will continue to provide employee attendance monitoring reports throughout the academic year to Board.