



AGENDA: 6:00 p.m.

- I. Call to Order/Roll Call
2. Land Acknowledgement
3. Approval of the Agenda
4. Human Resources Work Plan
5. Employee Recruitment and Staffing Update
6. Employee Attendance Monitoring Report
7. Adjournment 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

| HUMAN RESOURCES WORK PLAN 2024-2025 | |
|-------------------------------------|--|
| DATE | OPEN |
| October 29, 2024 | Human Resources Structure and Portfolios Employee & Staffing update Employee Attendance Violence in the Workplace - Employee Incident & reporting stats |
| January 15, 2025 | Employee & Staffing update Employee Attendance |
| April 1, 2025 | Employee Staffing Update Employee Attendance |
| June 2, 2025 | Employee Staffing Update Employee Attendance |



HUMAN RESOURCES COMMITTEE REPORT

April 1, 2025

Employee Recruitment and Staffing Update

Submitted By: Sheryl Robinson Petrazzini

Prepared By: Jason Alexander, Executive Officer, Human Resource Services and Staff Well-Being

Lety Goddard, Senior Manager, Human Resource Services and Staff Well-Being

Recommendation:

That the Recruitment and Staffing report be received as information.

Background:

The Human Resource Services and Staff Well-Being Department is committed to supporting the Multi-Year Strategic Directions. As a Division, Human Resource Services an integral role in each of the priorities. Within Human Resource Services and Staff Well-Being, the Recruitment and Staffing department leads functions within the to recruit and staff qualified individuals for various roles within the organization.

Status:

Elementary & Secondary Teachers

Recruitment posted for Elementary Occasional Teachers in all qualifications on March 14, 2025, and on March 22, 2025, for Secondary Occasional Teachers in all qualifications, with a focus on French, English as a Second Language, Technical Qualifications (manufacturing, construction, and automotive) and Special Education.

Recruitment and Staffing has represented HWDSB at career fairs from Kingston to Windsor to recruit teacher candidates! We are also hosting in-person and virtual information sessions on March 26 and March 27 for all new graduates who completed their practicums with HWDSB.

Our data shows that unfilled daily rates remain consistent, with the unfilled job trend primarily stemming from absences added in the morning. We are continuously monitoring these rates and rely on feedback from Principals to identify subject-specific gaps and address them proactively.

BE YOU. BE EXCELLENT.

Additional Positions

As of November 30, 2024, there has been 50 additional temporary/permanent OCTU positions, 9 temporary/permanent PASS positions and 60 permanent CUPE positions that have been filled through postings.

In partnership with Professional Development & Employee Experience, Recruitment and Staffing successfully hosted a highly engaging and impactful resume writing and interview skills workshop for all OCTU staff. The event was exceptionally well-received, creating a positive and empowering experience for everyone involved.

Total Workforce

As of February 28, 2025 the total number of employees working for Hamilton- Wentworth district school board is 8,873 people (5,897 permanent employees; 2,976 occasional or casual staff).

Fill Rates

Fill rates up to February 28, 2025 are approximately 89% for Teachers (Elementary, Secondary, LTO Elementary, LTO Secondary) approximately 65% for Education Workers (CUPE, DECE, EA, CYCP, OCTU) and for all other positions are approximately 71%.

Our pressure point continues to be the Educational Assistant group.

Recruitment and Onboarding

For 2025, interviews were conducted for the following employee groups:

| Employee Group | Interview Month | # applied to postings | # invited to interviews | # interviews accepted | # of successful |
|-------------------------------|------------------------|------------------------------|--------------------------------|------------------------------|------------------------|
| Educational Assistants (COPE) | January | 351 | 156 | 121 | 52 |
| | February | 241 | 117 | 96 | 59 |
| Clerical (OCTU) | March | 145 | 77 | 57 | In progress |
| Summer Horticulture (CUPE) | March | 105 | 32 | In progress | In progress |
| Summer Cleaner (CUPE) | March | In progress | In progress | In progress | In progress |
| TOTAL: | | 697 | 382 | 274 | 111 |

The Recruitment department is currently managing and or preparing for interviews across multiple employee groups (EAs, OCTU, CUPE, Secondary and Elementary) with several rounds either in progress or scheduled. To address the demand for Educational Assistants HWDSB uses a continuous recruitment process for Casual Educational Assistants. This approach encompasses successive interview rounds coupled with outreach initiatives to all employment centres across Hamilton. We have observed a significant increase in the number of applicants to all postings which is a result of a decrease in hiring and layoffs in the current economic context.

Since August 2024, newly hired Casual Educational Assistants have had three opportunities to attend a half-day paid Essential Skills Training session (August, December, and March), with a fourth offering planned for May. A total of 68 EAs have participated in this training. For those who completed Essential Skills Training, we also offered three full days of paid job shadowing in schools across HWDSB with 17 EAs choosing to participate.

We continue to collect feedback on the Essential Skills Training to refine and enhance the learning experience. The feedback has been overwhelmingly positive, with participants highlighting the value of the training. We continue to monitor the impact of the program in our data and anticipate the spring hiring process will provide clearer insights into job readiness and retention. Anecdotally, participants have shared that this training and job shadowing opportunity sets HWDSB apart from other school boards.

To further promote this initiative, we have updated the EA casual job posting to include details about the paid training available to new hires.

The Professional Development and Employee Experience and the Recruitment and Staffing departments are preparing the following initiatives:

- **March:** Two information sessions for Teacher Candidates who have completed placements in HWDSB this school year, providing guidance on hiring for the Elementary Occasional and Secondary Occasional teacher lists.
- **May:** An Orientation Day for newly hired casual OCTU staff, ensuring they receive training and feel prepared to begin working in schools.
- **May:** Hiring and interview preparation sessions for Elementary and Secondary teachers in advance of upcoming hiring processes.

The goal of these initiatives is to support staff through the hiring, interview, and orientation processes, equipping them with the knowledge and confidence needed to succeed in their roles at HWDSB.

Next Steps in Recruitment

In alignment with HWDSB's Equity Action Plan, the development of the "Equitable Recruitment" training modules one and two have been drafted. In collaboration with Human Resource Services, Equity, the Human Rights Office and the Indigenous Educational Wellness department, this initiative is a significant step toward fostering inclusive hiring practices and driving equity across HWDSB.

In addition, we have worked as a team to create an asynchronous learning for casual OCTU staff to assist them in their journey from casual to permanent. This optional learning will live on the HUB and can be paired with our in-person session where we provide guidance on interview preparation and 1:1 resume and cover letter review.

Financial Implications:

There are no incremental financial implications as a result of this report.

Strategic Directions:

Upholding Human Rights, Safety & Well-Being

We will support all students and staff to feel safe and secure in our classrooms and school communities.

Building a Sustainable Education System

We will adapt to a rapidly changing world through responsible fiscal management, investing equitably in accessible and sustainable facilities, and supporting a robust workforce.



HUMAN RESOURCES COMMITTEE REPORT

April 1, 2025

Employee Attendance Monitoring Report

Submitted By: Sheryl Robinson Petrazzini

Prepared By: Jason Alexander, Executive Officer, Human Resources and Staff Well-Being

Lety Goddard, Senior Manager, Human Resources and Staff Well-Being

Mary Marchionda, Manager, Employee Support and Wellness

Bryce Walsh, Officer, Employee Support and Wellness

Recommendation:

That the Employee Attendance Monitoring report be received as information.

Background:

In September 2019, staff implemented the HWDSB Strategic Wellness and Absence Management Plan to support staff wellness and promote improvement in staff absence rates related to personal illness. The goal is to support staff toward early and safe return to work and reduce personal illness usage. This report monitors the status of HWDSB's progress towards the goals implement under the Strategic Wellness and Absence Management Plan.

For reference purposes, personal illness or *"sick leave and short-term disability leave"* is an entitlement in Collective Agreements and Terms and Conditions of employment. Such agreements provide entitlements for staff to access sick time to attend medical and dental appointments. The Employee Support and Wellness Department provides support to staff on a case by case basis related to medical absence and medically supported accommodation needs in the workplace.

Status:

Staff Findings: Personal Illness Absences

- HWDSB has seen a decrease in employee absence rates related to personal illness from September 2024 to February 2025 in comparison to the same time period in the 2023-24 school year.
- During this reporting period, the average permanent Board employee utilized 8.62 personal illness days per 1.0 FTE. In comparison, the average was 9.24 days during the 2023-24 school year. This is a decrease of 0.62 days per 1.0 FTE (Appendix I).
- The HWDSB attendance rate is a review of personal illness, medical appointments, and dental appointments pursuant to central sick leave collective agreement provisions.

Staff Observations

The Employee Support and Wellness (ESW) Department continues to support staff with return-to-work planning and accommodations. Some observations impacting the wellbeing of staff include, but are not limited to:

- Increased precautions with regards to illness transmission resulting in increased short-term absences.
- Delays within the health care system to access treatment for emotional and physical health conditions, including surgical medical procedures, longer wait times to access health care resources, and shortage of mental health resources for community to access.
- Pre-existing health conditions that have been exacerbated due to the pandemic. There are also precautions in avoiding these exacerbations outright resulting in absences.
- We are seeing an increase in personal illness absences resulting in increased incidental illness absences and a high number of workplace accommodation cases.
- Short-term disability case incidence rate continues to decrease. The decrease is significant over a four-year period.

Next Steps

ESW will continue to support staff with safe return to work while working with our staff, union leaders, medical practitioners, and Homewood Health to further support and remove barriers which may prevent employees from regularly attending work. These efforts will include continued emphasis on identifying early return-to-work and stay-at-work opportunities.

Current short-term disability case trends will continue to be monitored to guide the strategic direction of the Employee Support and Wellness department in its pursuit of absence rate goals. These trends will be studied to further understand what components of the personal illness absence rate are driving the overall numbers.

Financial Implications:

The average number of days used for replacement costs have decreased for most employee groups however the replacement costs increased by approximately \$1,172,000 compared to the same 6 month period last year. The overall fill rate remains fairly consistent year over year. The increase in salary costs as a result of Bill 124 and collective agreements has increased the period over period spend.

The issue of sick leave and the costs associated with replacement coverage remains a provincial issue and Boards across the Province are struggling with the rising costs.

Strategic Directions:**Upholding Human Rights, Safety & Well-Being**

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Appendices

Appendix I: Overall Rate of Absence Year Over Year – September 2024 – February 2025

| School Year | Rate of Absence |
|-------------------|-----------------|
| 2023-24 – Sep-Feb | 9.24 |
| 2024-25 – Sep-Feb | 8.62 |
| Difference: | -0.62 |