



COMMITTEE OF THE WHOLE 6 APRIL 2021 Report 21-026

Equitable Recruitment and Hiring Policy

Key Contact: Janice McCoy, Superintendent of Human Resources

PURPOSE:

1. To seek approval of a draft hiring policy (Equitable Recruitment, Hiring and Promotion Policy, P.146.HR, Appendix A).

CONTEXT:

2. Regulation 274 - Hiring Practices, was revoked effective October 27, 2020. The regulation, which had been in effect since 2012, set out a mandatory hiring regime that school boards were required to follow when hiring for long term occasional and permanent teaching positions. The hiring processes established under the Regulation placed significant emphasis on occasional teacher seniority, and limited school boards' ability to consider qualifications beyond the technical qualifications listed on a teacher's Ontario College of Teachers record card.

On February 22, 2021, the government issued Policy/Program Memorandum (PPM) No. 165 with an effective date of March 31, 2021 (Appendix B). The purpose of the PPM is "to provide direction to school boards on the development and implementation of fair, consistent, and transparent teacher hiring policies and processes." In December 2020, a draft policy was presented to the Committee of the Whole based on the draft Policy/Program Memorandum. Appendix A represents a revised version of the policy that was presented in December. Appendix C shows the changes that have been made from the original draft.

KEY CONSIDERATIONS:

3. **Equitable Hiring and Human Resources Practices**
The Indigenous, Equity and Human Rights Roadmap, presented to the Committee of the Whole last fall, outlines specific actions and accountabilities toward achieving the District's commitment to human rights, equity and inclusion. This includes ensuring that human resources policies and practices, including all recruitment, hiring and promotions processes, are aligned with the principles articulated in the Roadmap and the District's strategic plan. The attached policy, which has been expanded from the original draft to apply to all OCDSB positions,

4. **PPM 165 Requirements**

As indicated above, PPM 165 requires that school boards establish fair, consistent and transparent policies for teacher hiring that include the following components:

- diversity, equity and human rights;
- qualifications and merit;
- employment mobility;
- fairness and transparency; and
- monitoring and evaluation.

Policy P.146.HR, Equitable Recruitment, Hiring and Promotion, was developed to specifically align with the requirements of the PPM, as well as articulate the District's commitment to equity and increasing the diversity of the District's workforce. The policy specifically directs the development and implementation of equitable recruitment and hiring procedures. More specific guidance and expectations related to the recruitment and hiring process, including outreach, posting, selection and evaluation criteria, shortlisting, hiring panels, references and debriefs, will be included in the procedure.

With regard to the requirement in the PPM related to conflicts of interest, the District's current policy, P.024.HR, Employee Conflict of Interest, precludes employees from using their influence to gain special favour for a family member (defined as a spouse, child, grandchild, parent, parent-in-law, son-in-law, daughter-in-law, brother, sister, brother-in-law, sister-in-law, or anyone for whom the employee stands in loco parentis), in obtaining employment with the Board. This policy is also currently under review, and a revised policy will be finalized by the end of the school year. As part of the review, staff will also be developing procedures that set out clear requirements for the current requirements for disclosing and managing any conflicts of interest.

5. **Revisions to the Policy**

The revised policy being presented includes a number of changes, based on both a further review of the final PPM and the feedback received to the original draft. In particular, this includes the following changes:

- Expanded application of the policy to all employee groups;
- Clarification of the definition of diversity to include all protected groups under the Ontario Human Rights Code;
- Clarification of the section on employment mobility to apply to applicants from any jurisdiction outside Ontario;
- Addition of a monitoring and evaluation section;
- Inclusion of special programs permitted under the Ontario Human Rights Code to address historic disadvantage, inequality and discrimination; and
- The expansion of the policy to include promotion processes.

RESOURCE IMPLICATIONS:

6. There are no significant financial implications associated with the development and implementation of the policy. The policy will have positive implications for human resources practices in the District, by centering the commitment to human rights and equity in the hiring processes.

COMMUNICATION/CONSULTATION:

7. In the development of the policy and the revised policy, Human Resources staff met with representatives of the different bargaining units and representatives of principals and vice-principals to provide an opportunity to provide input and feedback on the policy. In addition, since the revised draft was presented at Committee of the Whole, the policy has been presented for discussion at the Indigenous Education Advisory Council, the Advisory Committee on Equity and the Special Education Advisory Committee. Their feedback has been included in the policy and/or will be reflected in the procedures. The policy has also been informed by advice and guidance provided through a provincial working group of senior human resource professionals with regard to the PPM and its implementation.

STRATEGIC LINKS:

8. The development and implementation of an equitable recruitment and selection policy supports the District's commitment to a culture of caring and social responsibility.

RECOMMENDATION:

That the Board approve Policy P.146.HR - Equitable Recruitment, Hiring and Promotion.

Janice McCoy
Superintendent of Human
Resources

Camille Williams-Taylor
Director of Education and Secretary
of the Board

Appendix A – Report 21-026 Equitable Recruitment, Hiring and Promotion
Policy, P.146.HR

Appendix B - Policy/Program Memorandum (PPM) No. 165 with an effective
date of March 31, 2021