



TITLE: Hiring Policy

1.0 Rationale:

The Board recognizes that fair and equitable employment and promotion practices ensure continued administrative leadership, program delivery and support service needs of the Board are met in an ethical and team-oriented environment.

The policy and procedures provide specific processes for a respectful, consistent and unbiased approach to hiring and promotion practices for all employees.

The policy and procedures provide specific processes for the screening of all applicants for employment to promote the safety and security of the Board's students and staff members.

2.0 Terms and Definitions:

2.1 Conflict Of Interest

For the purpose of this procedure, a Conflict of Interest exists where a member of the Short List Team and Interview Team or someone related to a member of the Teams may have, or may be seen to have, a pecuniary interest or advantage, or who may be disadvantaged as a result of other sources of bias.

2.2 Chair of the Interview Team

The person responsible for ensuring that the hiring, recruitment, selection, and appointment procedures are followed.

2.3 Human Resources Representation/Department

The Senior Manager of Human Resources or designate.

2.4 Principal Profile:

The Principal Profile is a document developed and/or reviewed by the School Council on an annual basis. It describes the administrator who would best fit the identified needs of the school.

2.5 Short-Listing Team:

Refer to 5.4.

2.6 Agreement

This represents a collective agreement, working or personal service agreement as applicable to the position being filled.

3.0 **POLICY:**

It is the policy of District School Board Ontario North East to support fair, equitable and transparent employment and promotion practices for all qualified employees and applicants for employment in order to attract and retain quality employees who facilitate the learning environment for our students. The procedures for the hiring and promotion of staff will be based on the following principles:

The procedures will ensure that the best candidates for the job are selected for interviews based on qualifications, demonstrated ability, skill, knowledge, merit and volunteer experience, transferable skills and relevant skills.

The procedures will recognize and value diversity of culture in the background and experience of all qualified candidates.

The selection committee will ensure that the hiring procedure is professional, based on objective criteria, and well-documented.

The selection procedure and selection criteria will be consistently applied by each member of the Interview Team and the Team as a whole.

The procedure will ensure that no person shall participate in the hiring process where there is a conflict of interest.

The procedure will be timely and efficient, while not compromising the quality of the results.

The procedure will be in accordance with applicable statutes and the Collective Agreements/Terms and Conditions of Employment with the various employee groups.

OPERATIONAL PROCEDURES

1.0 References/Related Documents

1.1 Relevant sections of Education and Employment Statutes and regulations of Ontario include:

- a) Education Act
 - Section 170; Duties of the Board
 - Section 170; Powers of Boards
 - Section 198; Officers
 - Section 261, 262, 264; Contracts and Duties
 - Section 277; Collective Bargaining
 - Section 279; Supervisory Officers and Director of Education
- b) Regulations under the Education Act
 - Regulation 298; Operation of Schools –General
 - Regulation 521/01 as amended by Regulation 323/03; Criminal Record Checks and Offence Declarations
- c) Ontario Labour Relations Act
- d) Ontario College of Teachers Act and Regulations
 - Regulation 184(2): Teacher’s Qualifications
 - Regulation 184(30-42): Additional Qualifications
 - Regulation 184(43): Principal’s Qualifications
 - Regulation 184(53): Temporary Letters of Approval
 - Regulation 184(54): Qualifications of Supervisory Officers
- e) Ontario Human Rights Code
 - a. Part 5: Employment
 - b. Part 23: Hiring
- f) Ontarians with Disabilities Act
- g) Municipal Conflict of Interest Act
- h) Municipal Freedom of Information and Right to Privacy Act

1.2 Related Board Policies and Procedures are:

- a) Criminal Records Check and Offence Declarations - Policy # 1.2.13

1.3 Related Agreements are:

- a) Canadian Union of Public Employees (CUPE) Custodial/Maintenance;

- b) Canadian Office and Professional Employees (COPE) Office/Clerical/Technology Technicians;
- c) Elementary Teachers Federation of Ontario (ETFO) Elementary Teachers;
- d) Ontario Secondary School Teachers Federation (OSSTF) Secondary Teachers;
- e) Ontario Secondary School Teachers Federation (OSSTF) Professional Student Services Personnel;
- f) Ontario Secondary School Teachers Federation (OSSTF) Educational Assistants;
- g) Ontario Secondary School Teachers Federation (OSSTF) Designated Early Childhood Educators;
- h) Elementary Teachers Federation of Ontario (ETFO) Occasional Elementary Teachers;
- i) Ontario Secondary School Teachers Federation (OSSTF) Occasional Secondary Teachers;
- j) Working Agreement with Non-Union Staff;
- k) Supervisory Officer Personal Service Agreement.

1.4 Other deemed appropriate documents, as developed from this point forward, may also be pertinent.

2.0 Hiring Procedures And Practices

2.1 The Posting Process

- a) New job classifications or where the complement of an existing classification is to be maintained or increased requires approval by the Director of Education prior to posting.
- b) The Senior Manager of Human Resources, in consultation with the Director, shall be responsible for the placement of new positions into the appropriate employee group/union.
- c) The Supervisor or designate, in consultation with the Senior Manager of Human Resources or designate, will develop a job description for new positions which will be approved by the Director of Education.
- d) The salary for a new position or hire will be determined by the Director of Education, in consultation with Senior Manager of Human Resources or designate, using the appropriate job evaluation tool, and in accordance with the appropriate agreement.
- e) Postings for existing positions must be consistent with the requirements of the applicable agreement/terms of employment.
- f) The Human Resource Department will prepare an internal job posting. The position posted will be posted as per the requirements of the pertinent agreement on designated bulletin boards throughout the Board and/or on the Board website, as applicable.

- g) Human Resources may initiate, in consultation with the Director of Education, an external search in conjunction with the internal posting. Human Resources will compile and place any required external advertisements and coordinate any external sources of recruitment.
- h) Postings for vacant positions shall include:
 - The number of the competition;
 - The title of the position;
 - A summary of the duties (qualifications, demonstrated ability, skill, knowledge, merit and experience);
 - The closing date of the competition;
 - The employment group of the posting;
 - The title of the person to whom the application is to be forwarded (Senior Manager of Human Resources);
 - The name of the Board Chair and Director of Education;
 - Request for a covering letter and resume;
 - Any requirements outlined in the applicable agreement.
- i) A copy of all postings for a position covered by a collective agreement will be sent to the Local Union President

2.2 The Application Process

- a) Internal applicants shall provide a covering letter indicating the position to which they are applying, a complete resume, a copy of their most recent performance appraisal or letter of support from their immediate supervisor, and a list of three references.
- b) External applicants shall provide a covering letter and a complete resume, including complete information about experience, training, employment history, dates, places and addresses of previous employers, and three references.
- c) Internal and External applicants to be interviewed shall be required to sign a form for the applicant's consent to verify the information provided, the notice of requirement for a criminal reference check, and in some instances a commitment to confidentiality upon hiring.
- d) No applicants shall be interviewed prior to the closing date for applicants.
- e) Where possible, all interviews shall be in person; videoconferencing may be used as an alternative.

2.3 The Short Listing Process

- a) A short listing team shall be created by the Director of Education or designate and consist of a minimum of three people.

- b) Members of the short listing team shall have a clear understanding of the vacant position and the essential occupational requirements of the position.
- c) Members of the short listing team shall be the Interview Team.
- d) Members of the short listing team shall declare all potential conflicts of interest to the Senior Manager of Human Resources prior to the short listing process and, if found to be in conflict excused as a member.
- e) The short listing of internal candidates shall follow the applicable clauses of the appropriate agreement.
- f) The list of candidates to be interviewed shall be determined by the following:
 - i) Qualifications, demonstrated ability, skill, knowledge, merit and experience;
 - ii) The skills, abilities, and knowledge of the applicant and the requirements for the position;
 - iii) Transferable skills, abilities, merit and knowledge through experience in previous or other positions;
 - iv) Volunteer experience and outside activities where relevant skills, abilities and knowledge have been developed;
 - v) The requirements of applicable agreements.
- g) The Chair of the Interview Team shall arrange for the short-listed candidates to be contacted.
- h) Applicants to be interviewed will be given reasonable notice of the time, location and format of the interviews. A minimum of twenty-four hours' notice will be provided.
- i) Expenses are paid by the candidate unless payment by the Board is approved by the Director of Education.

2.4 The Composition of Interview Teams

- a) The Director of Education is an ex officio member of all Interview Teams.
- b) The Interview Team shall consist of a minimum of three people with both male and female representation.
- c) Members of the Interview Team shall declare a conflict of interest to the Senior Manager of Human Resources in accordance with 2.1.
- d) The composition of the Interview Team for academic and support staff must include the following;

The Interview Team is to consist of a minimum of three members to be selected by the Director of Education or designate (**CAPITALIZATION** identifies the chair of the Team). Other personnel may be used as a resource.

POSITION

ACADEMIC STAFF

Elementary Teachers
 (Permanent & Long
 Term Occasional)

PRINCIPAL and Vice-Principal (where applicable) plus one other administrator.

Secondary Teachers
 (Permanent & Long
 Term Occasional)

PRINCIPAL and Vice-Principal (where applicable) plus one other administrator.

Supply Teachers

A team of SCHOOL ADMINISTRATION and/or Board Administration (may include Vice-Principal).

Department Heads

A team of SCHOOL ADMINISTRATION and/or Board Administration (may include Vice-Principal).

District Employees
 (e.g. Special Education Resource
 Teacher)

A team of SENIOR ADMINISTRATORS.

Vice-Principals

DIRECTOR of EDUCATION, three Superintendents, Senior Manager of Human Resources, up to 3 Trustees

Principals

DIRECTOR of EDUCATION, three Superintendents, Senior Manager of Human Resources, up to 3 Trustees

Superintendent

DIRECTOR and up to 5 Trustees,

Director of Education

CHAIR and all Trustees.

POSITION

SUPPORT STAFF

Custodians

MANAGER OF BUILDING SERVICES, both Regional Building Supervisors.

Custodian-Supply

MANAGER OF BUILDING SERVICES, both Regional Building Supervisors.

Maintenance

MANAGER OF BUILDING SERVICES, both Regional Building Supervisors.

Office Staff, School Clerical Staff	IMMEDIATE SUPERVISOR (Manager), Superintendent of Business/Finance or designate, Senior Manager of Human Resources and/or school Principal.
Technical Staff	TECHNOLOGY COORDINATORS and Director of Education.
Educational Assistants	SYSTEM SPECIAL EDUCATION ADMINISTRATOR, Principal, appropriate Superintendents.
Educational Assistants (supply)	SUPERINTENDENT OF SPECIAL EDUCATION, System Principal of Special Education.
PSSP	SUPERINTENDENT, Mental Health Lead and school Principal.
Literacy Coaches & Initiative Coaches	SYSTEM CURRICULUM ADMINISTRATOR, 2 Superintendents and Senior Manager of Human Resources.
Management	SUPERVISOR, Senior Manager of Human Resources, Director of Education
Executive Assistants to Senior Administration	DIRECTOR OF EDUCATION, Superintendent of Executive Assistant, Senior Manager of Human Resources.

2.5 The Interview Process

- a) The Chair of the Interview Team shall be responsible for ensuring that fair employment practices are followed in each interview.
- b) The Chair of the Interview Team shall arrange for each member of the Interview Team to be provided with the same package of information in advance, consisting of the posting and the application package for each candidate.
- c) The Supervisor and Interview Team shall, prior to the interview, establish common questions and tasks for each candidate, based upon the recruitment and selection criteria.
- d) During the interview a member of the Interview Team may ask a candidate to clarify, expand on an idea, or to pursue a particular line of thinking without prompting or leading the candidate in a response.
- e) Questions and tasks shall:
 - i) Probe the skills, abilities, knowledge and education of the candidate;
 - ii) Probe performance and success of the candidate in a previous role;
 - iii) Provide the candidate the opportunity to demonstrate specific areas of strength required in the position;

- iv) Provide the candidate with opportunity to demonstrate additional skills, abilities and knowledge relevant to the position;
- v) Provide the candidate with opportunity to demonstrate leadership and ability to grow professionally, and;
- vi) Provide the candidate with the opportunity to share additional information and make further comments.

2.6 The Testing and/or Collection of Evidence

- a) All tests shall evaluate only the bonafide occupational requirements for the position.
- b) All tests shall be administered in accordance with the Ontario Human Rights Code.
- c) Candidates may be requested to provide a professional portfolio or other professional documentation as evidence of skills and ability to perform the job.

2.7 The Checking of References

- a) The Chair of the Interview Team shall contact and document a minimum of three references if applicable, for the preferred candidate.
- b) In the case of prospective teachers, the Chair of the Interview Team shall request copies of the most recent Teacher Performance Appraisals from the previous district school board or Practice Teacher Reports received while training for a teacher.
- c) In the case of internal candidates, past performance reviews shall be referenced and a current supervisor will be asked for a reference.

2.8 The Hiring of All Employee Positions

- a) The Chair of the Interview Team will make a recommendation to the appropriate Superintendent regarding the preferred candidate to hire.
- b) Upon receipt and review of the documentation, the appropriate Superintendent will authorize the hire and the Chair of the Interview Team shall be advised that a job offer can be made to the prospective candidate.
- c) A Recommendation for Hire form will be completed and signed off by the Chair of the Interview Team and the Superintendent.
- d) The Chair of the Interview Team shall contact the approved candidate, and offer the position. The completed form will be given to the Human Resources department for processing.
- e) In the event a job offer is declined, the Chair of the Interview Team shall offer the position to the next preferred candidate or recommend to the Senior Manager of Human Resources that a new hiring process be implemented.

- f) Following confirmation of acceptance, the Chair of the Interview Team shall ensure that the unsuccessful candidate(s) who were interviewed are informed.
- g) The Chair of the Interview Team shall arrange for unsuccessful internal candidates to be debriefed, if requested.
- h) The names of the successful candidates will be presented to the Board for information in the monthly Personnel Report.

2.9 The Hiring of Principals

Transfers from Vice-Principal position to another Vice-Principal or Principal position or from one Principal position to another Principal position will be done after consultation among the Director of Education and Superintendents.

2.10 The Hiring of Superintendents

- a) The Director shall short-list for the candidates to be interviewed.
- b) The Interview Team consisting of the Director of Education and up to five (5) Trustees will recommend to the Board in the regular session the successful candidate for the Superintendent position.
- c) The Board shall approve new appointments to Superintendent positions, following approval by the Ministry of Education.

2.11 The Hiring of a Director of Education

The Director shall be hired following the ***Selection of the Director of Education Policy 1.1.7***

2.12 The Completion of the Pre –Employment Requirements

- a) Prospective employees shall be required, to provide the following documentation as per Policy 1.2.4: Pre-Employment Screening.
- b) The prospective employee shall be responsible for all pre-employment costs.
- c) The prospective employees shall have a “fit to work” medical certificate as a condition of employment.
- d) Copies of the prospective employee’s covering letter, resume, qualifications and reference check notes shall be placed in the personnel file in the Human Resources Department.
- e) The prospective employee shall complete all documentation for payroll and benefit purposes with the Human Resources Department, which will then inform the Payroll Department.

- f) All successful candidates shall be informed by the Human Resource Department of a requirement to complete a probationary period as set in the respective collective agreement and/or terms and conditions of employment.
- g) The Human Resource Department will inform the Technology Department of the employee's hire and have an e-mail address for the new employee assigned within the Board system.

2.13 The Retention of Records

- a) An electronic file of documents for each posting shall be retained by Human Resources.
- b) Each posting file contains the following records:
 - i) A copy of the posting;
 - ii) A successful candidate's application package;
 - iii) A listing of interview questions.
- c) Files shall be kept in a confidential location to maintain the Board's obligation under the Protection of Privacy and Freedom of Information Act.
- d) Access to posting files shall be in accordance with the Freedom of Information and Protection of Privacy Acts.

3.0 Promotional Practices

Selection Procedures and Appointments of Principals and Vice-Principals

Purpose:

These procedures are designed to identify for promotion the most competent and knowledgeable candidates who have appropriate qualification and experiences for the roles of Principal and Vice-Principal

3.1 Promotion to Principal

3.1.1 Candidates making application for a position of Principal will be given first consideration if they currently hold a leadership position such as Vice-Principal, system role (Special Education Resource Teacher), department head, classroom teacher or other positions deemed equivalent by the Interview Team.

3.1.2 Candidates making application for a position will have:

- Where possible, experience as a Vice-Principal;
- Principal qualifications in accordance with the regulation at the time of application;

- Proven leadership effectiveness at the school level as certified by the supervisor;
- Demonstrated leadership at the system level;
- Been recommended by the immediate supervisor.

3.2 Promotion to Vice-Principal

3.2.1 Candidates making application for a position of Vice-Principal will have:

- Experience as a teacher, system leader, department head. or other positions deemed equivalent by the Interview Team.
- Qualifications in accordance with the regulation as follows:
 - At the time of application to the position of Vice-Principal the candidate must hold the Principal Qualification Program Part 1 or be concurrently taking the Principal Qualification Program Part 1;
 - Proven leadership effectiveness at the school level;
 - Been recommended by their immediate supervisor.

3.3 Application Process

Candidates will submit the required number of copies of the prescribed application form and the required performance appraisal report and other documents as required by the posting on or before the advertised deadlines.

3.4 Short Listing

Short listing shall occur when required. This will be done by the Interview Committee.

3.5 Interview Committee

3.5.1 The purpose of the Interview Committee is to determine the individual candidates for placement into a school as a Principal or Vice-Principal

3.5.2 Members:

- DIRECTOR;
- Supervisory Officers - up to 3;
- Senior Manager of Human Resources.

3.5.3 Format for the Interview (approximately 30-45 minutes):

The interview format may include such aspects as introductory comments by candidate, structured questions, case study, etc.

Candidates will receive the questions to review 15 minutes prior to their interview. Notes made may be used to support responses during the interview.

- 3.5.4 Consensus will be used to make the decisions. Should consensus not be reached the Interview Team (excluding the Director) shall vote. Should a tie occur, the Director of Education shall break the tie.
- 3.5.6 Candidate's strengths will be measured against the skill and competence needed for the specific to which the hiring process applies.
- 3.5.7 Feedback will be provided to candidates who are not recommended to the Board for appointment.

3.6 Appointments

Appointments of individuals from the interview process to specific schools will be made by Senior Administration based on the individual needs of schools. Profiles provided by School Councils will be used to assist in the identification of the individual needs of the schools. Appointments will come to the Board for approval.