



PROCEDURE

Title:	EQUITABLE RECRUITMENT AND SELECTION OF STAFF	Procedure No.: 3013a Effective Date: 2020 June 08
Department:	Organizational Support Services – Human Resources	
Reference(s):	Equitable Recruitment, Selection and Promotion of Staff Policy 3013 Ontario Human Rights Code Equity and Inclusive Education Policy 2022 Religious and Creed-based Accommodation of Staff Procedure 2022b PPM 119 – Developing and Implementing Equity and Inclusive Education Policies in Ontario Schools Constitution Act, 1982 Canadian Charter of Rights and Freedoms	

It is the policy of the Thames Valley District School Board to commit to excellence in education and equitable educational outcomes for all students.

The Board demonstrates this commitment by maintaining fairness, equity, and inclusion as essential principles governing its human resources systems and practices, and key determinants of educational environments in which all students, staff and families have a sense of belonging.

This Procedure outlines expectations for practice at each stage of the recruitment and selection process for all Thames Valley District School Board positions. The Procedure also sets out expectations for practice with respect to leadership development and promotion, to ensure alignment with the Equitable Recruitment, Selection and Promotion of Staff Policy and the legislation and policy referenced therein.

1.0 Principles of Equitable Recruitment

- The Thames Valley District School Board workforce will increasingly reflect the diversity of the school communities being served within the Thames Valley district.
- All Board staff will demonstrate capacity to understand and respond to the diverse lived experiences of students and families, and to implement strategies to support equitable, meaningful access to education for all students. System and school leaders will model actions to enhance equity and inclusion as an essential leadership

Administered By:	Organizational Support Services – Human Resources Services
Amendment Date(s):	

competency.

- All Human Resources processes, and actions by Thames Valley District School Board employees to implement these processes, will comply with the Ontario Human Rights Code and the Accessibility for Ontarians with Disabilities Act.
- All applicants to positions with the Board will experience a selection process that is accessible, fair, consistent and transparent, regardless of the position being sought.
- The Equitable Recruitment, Selection and Promotion of Staff Procedure will govern all aspects of a job competition, regardless of the area or department responsible.
- Job competitions will be conducted within the parameters of Collective Agreements and Terms and Conditions where applicable.
- Tools, training and processes will be relied upon to mitigate bias in recruitment, selection, and promotional practices.
- Human Resources will support through training and education, model, and monitor for consistency and compliance the expectations outlined in the Procedure, and will be a resource for the organization at all stages of recruitment, selection and promotional practices.

2.0 Recruiting Candidates

- 2.1 For competitions open to the public, the Board will conduct active outreach to attract a diverse pool of qualified candidates reflective of Thames Valley communities. Outreach will be specific and targeted towards diverse candidate groups, and will include such strategies as:
 - Advertising on websites and social media,
 - Attending job fairs and other recruitment events, and
 - Partnering with communities and organizations.
- 2.2 The Board will build and strengthen relationships with faculties of education to support the diversification of students and graduates.
- 2.3 The Board will actively communicate in all recruitment initiatives its commitment to meeting its obligations under the Ontario Human Rights Code, including through providing individual accommodations.
- 2.4 All Board staff involved in recruitment initiatives will participate in ongoing professional development to support best practices related to equitable recruitment.

3.0 Posting Positions

- 3.1 All job postings will contain the following equity, diversity, and accommodation

statement:

The Thames Valley District School Board is committed to equity and inclusion in the recruitment of qualified staff who reflect and support the diverse perspectives, experiences and needs of our students and school communities. The Thames Valley District School Board seeks to ensure that all recruiting processes are non-discriminatory and barrier-free and will provide accommodations to applicants in accordance with the Ontario Human Rights Code and the Accessibility for Ontarians with Disabilities Act (AODA). Please inform the Human Resources team member indicated below of the nature of any accommodation(s) that you require.

- 3.2 All postings and job descriptions will include, at a minimum, an expectation that the candidate can “understand and respond to the needs of diverse school communities.”
- 3.4 Postings will be reviewed to ensure all qualifications listed for a position (e.g. driver’s license) are *bona fide* job requirements, and do not represent unnecessary barriers to applicants.
- 3.5 At least one fully accessible and cost-free application method or service will be available for all job competitions.

4.0 **Shortlisting Candidates**

- 4.1 Criteria for shortlisting candidates, inclusive of the adjudication of minimum requirements for education and experience, will be determined by at least two (2) individuals. The Human Resources Manager responsible for staffing, and the Diversity and Equity Coordinator will be resources for determining shortlist criteria.
- 4.2 The rationale for all decisions to interview a candidate will be documented.
- 4.3 All aspects of the shortlisting process will comply with the Ontario Human Rights Code.

5.0 **Selection Process**

- 5.1 Selection teams will consist of a minimum of two (2) people, both of whom have received training related to bias-free interviewing and the impact of unconscious bias in the selection process.
- 5.2 One member of the selection team will act as Chair, and will be responsible for ensuring the selection process complies with this Procedure, including by coordinating or facilitating the team’s actions under the Procedure and documenting the selection process.
- 5.3 The selection process (including interview questions and evaluation by interview

team members) and the rationale for selection decisions will be documented. Records will be maintained by the Chair for one (1) year.

- 5.4 For each job competition, the selection process will be supported by screening tools – including, as applicable, assessments, interview questions, criteria for success, and reference check questions – that reflect the requirements outlined in the posting and selection criteria.
- 5.5 Interview format and questions will assess candidates' ability to support and engage a diverse student population, and to work collaboratively with a diverse group of co-workers.
- 5.6 Interview teams will use consensus scoring to evaluate candidates' responses to interview questions.
- 5.7 All candidates in a competition will experience a consistent process with respect to the format, timing, and content of interview and reference check questions. All candidates will receive complete and consistent information with respect to the process for selection and communication of outcomes.
- 5.8 All aspects of the selection process, including scheduling of interviews and reference checks, will take into consideration religious and cultural days of observance.
- 5.9 The availability of accommodation will be communicated to candidates throughout the recruitment and selection process, and all aspects of the process will otherwise comply with the Ontario Human Rights Code.

6.0 “On-Boarding” and supporting staff

- 6.1 Internal candidates who are unsuccessful in a selection process will be provided feedback upon request, with a view to growth and development. In particular, feedback will include, where applicable, areas for growth related to equity, diversity and inclusion.
- 6.2 Training related to equity, diversity and human rights-based accommodation will be part of the on-boarding process, and all newly hired employees will receive information about further professional development opportunities on these topics.

7.0 Consistency, Transparency and Accountability

- 7.1 Human Resources will conduct regular reviews of job competitions to ensure adherence with expected practices for equitable recruitment. Instances of non-compliance will be addressed by the Human Resources Manager responsible for staffing in consultation with the Superintendent of Human Resources.

- 7.2 Human Resources will work collaboratively with the Diversity and Equity Coordinator to monitor, review and amend this Procedure as appropriate.
- 7.3 All Board procedures related to selection and promotion of staff will be amended to include a statement of commitment similar to that outlined in 3.1 above.
- 7.4 All Board procedures related to selection and promotion of staff will be amended for consistency with this Procedure.