

## 2024 WRDSB WORKFORCE CENSUS

### BACKGROUND AND SUPPORT MATERIALS

#### **BACKGROUND AND PROCESS**

This background and support materials document summarizes the purpose and objectives of the 2024 Workforce Census, the policies, standards, and legislation that were followed in its preparation, the privacy and data security protocols that were followed, and the data collection and analysis processes used. In the appendices there are a number of supporting documents including the census questionnaire, supplementary privacy and data security documents, and links to relevant board policies, provincial regulations, and guidelines that govern this work.

#### **PURPOSE AND OBJECTIVES**

The first WRDSB Workforce Census (the census) was a voluntary survey of all WRDSB employees completed in the spring of 2019. In the spring of 2024 a second employee census was completed. The census gathered information about the cultural and social identities of employees, as well as employee's work experience, and perceptions of the workplace.

The overarching objective of the census is to support the WRDSB's commitments as described in its Human Rights Policy (Board Policy 1017): "The Waterloo Region District School Board (WRDSB) is committed to providing working and learning environments that are free of discrimination and harassment, where all individuals are treated with respect and dignity, and can thrive and fully contribute. We recognize the dignity and worth of every person and provide equal rights and opportunities without discrimination."<sup>1</sup> The Ontario Human Rights Commission has stated that "data collection can play a useful and often essential role in creating strong human rights and human resources strategies for organizations in the public, private and non-profit sectors."<sup>2</sup> By collecting and reporting identity-based data of our employees, we are also actualizing the strategic directions of the WRDSB Strategic Plan, specifically our efforts "Support for student and staff well-being" by ensuring that "Students and staff experience positive well-being as part of a caring and inclusive community." You can review the full WRDSB Strategic Plan at <https://www.wrdsb.ca/learning/strategic-plan/>.

The 2024 census builds upon the work initiated by the 2019 Workforce Census and allows the WRDSB to update our learning with respect to the demographic profile of WRDSB employees, while supplementing our learning related to staff wellbeing learned through the Guarding Minds at Work survey.<sup>3</sup> The results of the 2024 Workforce Census have allowed us to reflect on the

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<sup>1</sup> WRDSB Human Rights Policy: <https://www.wrdsb.ca/wp-content/uploads/1017-Human-Rights.pdf>

<sup>2</sup> OHRC Count Me In! Guidelines (p. 3):

[http://www.ohrc.on.ca/sites/default/files/attachments/Count\\_me\\_in%21\\_Collecting\\_human\\_rights\\_based\\_data.pdf](http://www.ohrc.on.ca/sites/default/files/attachments/Count_me_in%21_Collecting_human_rights_based_data.pdf)

<sup>3</sup> Guarding Minds at Work:

<https://staff.wrdsb.ca/hr/employee-wellness/staff-well-being-strategy/guarding-minds-at-work/>

actions taken since the 2019 census and will inform new strategies and actions for the coming school years.

*It is important to note that the results from 2019 and 2024 represent data from before and after the COVID-19 pandemic. The disruptions caused by the pandemic continue to impact staff throughout the WRDSB and we must consider this context as we reflect on the data from both the 2019 Workforce Census and the 2024 Workforce Census.*

## **POLICIES, STANDARDS, AND LEGISLATION**

In the Province of Ontario there are a number of regulations and initiatives that authorize and promote the collection of identity-based data, specifically for the objective of identifying systemic discrimination and supporting human rights-based initiatives throughout the province.

In 2017, the Ontario Ministry of Education released Ontario's Education Equity Action Plan. Identity-based data collection is among the key initiatives outlined in the plan. Under its 'Organizational Culture Change' objective, the action plan commits to prioritizing, "collecting and analyzing identity-based data on the Ministry of Education's workforce to ensure, equitable and healthy work environments that represent Ontario's diversity" (p. 20) The action plan also highlights the importance of a diverse workforce, when describing its key initiatives around Leadership, Governance and Human Resource Practices: "The diversity of the students in Ontario schools should be reflected in the diversity of their education workers, teachers, and school and system leaders. Strengthening diversity in leadership and in the classroom helps not only to promote a sense of belonging among students, but also helps to bolster innovation and creativity in the school environment" (p. 17).<sup>4</sup>

The Ontario Human Rights Commission (OHRC) and the Anti-Racism Directorate (ARD) actively advocate for identity-based data collection in their mandates to promote and advance human rights in Ontario and to eliminate systemic racism in government policies, decisions and programs. The WRDSB Workforce Census was guided significantly by resources developed by these agencies.

In 2009, the OHRC released its 'Count me in!' resource to provide guidance to organizations for collecting human rights-based data. In it, the OHRC describes how identity-based data collection is both permitted by and can help to ensure adherence to Ontario's Human Rights Code (as well as other federal legislation such as the Canadian Human Rights Act, the Employment Equity Act, and the Charter of Rights and Freedoms). You can review a full copy of OHRC's 'Count me in! Collecting human rights-based data' guidelines at the following hyperlink: [http://www.ohrc.on.ca/sites/default/files/attachments/Count\\_me\\_in%21\\_Collecting\\_human\\_rights\\_based\\_data.pdf](http://www.ohrc.on.ca/sites/default/files/attachments/Count_me_in%21_Collecting_human_rights_based_data.pdf).

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<sup>4</sup> Ontario's Education Equity Action Plan (2017)  
[https://files.ontario.ca/edu-1\\_0/edu-Ontario-Education-Equity-Action-Plan-en-2021-08-04.pdf](https://files.ontario.ca/edu-1_0/edu-Ontario-Education-Equity-Action-Plan-en-2021-08-04.pdf)

In 2017, the Province of Ontario enacted the Anti-Racism Act<sup>5</sup> which states, “Everyone deserves to be treated with fairness, respect and dignity, and the Government of Ontario is committed to eliminating systemic racism and advancing racial equity.” Under the Act, the Province established the Anti-Racism Directorate and the Data Standards for the Identification and Monitoring of Systemic Racism (the Standards) in 2018. The Standards were designed to, “establish consistent, effective practices for producing reliable information to support evidence-based decision-making and public accountability to help eliminate systemic racism and promote racial equity.” The stated purpose of the Standards is “to set out requirements for the collection, use, disclosure, de-identification, management, publication and reporting of information, including personal information.” The requirements set out in the Standard also provide specific guidance on the sequence and wording of questions asking about Indigenous identity, ethnic origin, racial identity, and religion. A full copy of the Data Standards for the Identification and Monitoring of Systemic Racism is available online here:

<https://www.ontario.ca/document/data-standards-identification-and-monitoring-systemic-racism>

In 2018, the Province of Ontario released Regulation 267/18<sup>6</sup>, made under the Anti-Racism Act. The regulation currently authorizes school boards to apply the Standards for identity-based data collection for their student population. As of 2023, the regulation will require school boards to apply the Standard to the collection of identity-based data of their students. While the Standards are applicable to data collection for public sector (school board) employees, Regulation 267/18 was introduced for the purposes of student identity-based collection and is not applicable to school board employees (the WRDSB completed identity-based student data collection and reporting in 2021).

The provincial policies, standards, and legislation described above were key foundational documents that informed the WRDSB Workforce Census process.

## PRIVACY AND DATA SECURITY

To ensure that the census was aligned with appropriate legislation, and to encourage trust and confidence in the process, privacy and data security were prioritized during the planning and development phase of the census initiative. The WRDSB Research and Organizational Transformation Department (the Research Department) worked with the WRDSB Privacy Officer to review the protocols and to prioritize the protection of confidentiality of data and to establish and maintain data security. The privacy and data security legislation under which the WRDSB is regulated is the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA).<sup>7</sup> MFIPPA's purpose is “(a) to provide a right of access to information under the control of

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<sup>5</sup> Anti-Racism Act: <https://www.ontario.ca/laws/statute/17a15>

<sup>6</sup> Ontario Regulation 267/18: <https://www.ontario.ca/laws/regulation/r18267>

<sup>7</sup> Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. M.56: <https://www.ontario.ca/laws/statute/90m56>

institutions in accordance with the principles that, (i) information should be available to the public, (ii) necessary exemptions from the right of access should be limited and specific, and (iii) decisions on the disclosure of information should be reviewed independently of the institution controlling the information; and (b) to protect the privacy of individuals with respect to personal information about themselves held by institutions and to provide individuals with a right of access to that information.”

The WRDSB Workforce Census did not ask staff to provide personal identifying information such as names, contact information, schools, employee numbers, dates of birth, or IP addresses. Careful consideration was given to questions that ask for information that is representative of a small number of employees to ensure that all employee identities were protected. WRDSB reviewed the Information Privacy Commissioner of Ontario Guidelines for Privacy Impact Assessments<sup>8</sup> for guidance and best practice with respect to ensuring privacy and data security. Because our data collection did not include personally identifying information, the board developed internal privacy and data security procedures and conducted a Service Provider Privacy and Security Assessment rather than a full privacy impact assessment. It is worth noting that the WRDSB completed a privacy impact assessment<sup>9</sup> for our 2021 Student Census data collection. Lessons from that assessment were applied to our 2024 Workforce Census.

Our Service Provider Privacy and Security Assessment consisted of a comprehensive review of the data security protocols of the board’s web-based survey platform Qualtrics and its compliance with the European Union’s General Data Protection Regulation (GDPR).

Through our corporate account with Qualtrics, the WRDSB has access to a wide range of privacy and security documentation. Research staff reviewed Qualtrics’ data security documents and submitted follow-up questions to Qualtrics staff. This allowed them to gather further details and validate our assessment of their data security protocols. The assessment determined that Qualtrics actively aligns their data security protocols with a number of international data security standards. This includes: General Data Protection Regulation; NIST SP 800-53; FedRAMP; AICPA SOC2 Type II – Security, Confidentiality, Availability; International Standards Organization: ISO 27001-2013, ISO 27017-2015, ISO 27018-2019, and HITRUST-CSF v9.3.

Our assessment also confirmed that Qualtrics staff will not access data collected by the WRDSB without the permission of, or a request from, authorized WRDSB staff. Under normal business practice, Qualtrics staff do not access or share any of the survey data that is collected by the

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<sup>8</sup> Information Privacy Commissioner of Ontario - Planning for Success: Privacy Impact Assessment Guide: <https://www.ipc.on.ca/wp-content/uploads/2015/05/planning-for-success-pia-guide.pdf>

<sup>9</sup> WRDSB Student Census privacy impact assessment:  
<https://www.wrdsb.ca/wp-content/uploads/WRDSB-Student-Census-Privacy-Impact-Assessment-FINAL.pdf>

WRDSB. WRDSB data is stored at a secured data centre on encrypted third-party servers in Toronto, ON. The data will not be transferred outside of Canada.

Qualtrics also uses HTTP Strict Transport Security (HSTS). This allows for Transport Layer Security (also known as HTTPS). It helps to secure data as it is transferred from the device on which the survey was completed to the secure server. It is important to acknowledge that no web-based systems are immune from a highly skilled and motivated hacker. However, Qualtrics data security protocols and policies reflect a high level of data security commitment and meet internationally reviewed and certified standards.

Protocols and procedures established as a result of the privacy and data security assessment included:

- collecting data in a manner that does not individually identify any staff members (i.e. not including any questions that ask personal identifying information such as names, contact information, schools, employee numbers, dates of birth, or IP addresses),
- restricting access to individual survey responses (raw data) to members of WRDSB's Research and Organizational Transformation Department,
- not linking census results to existing databases which include personal identifying information,
- applying a data suppression protocol wherein results that include less than 15 individual responses are not made available to anyone outside of the Research Department,
- seeking informed, expressed, voluntary consent and providing links to background information and contact information for board researchers to allow employees to ask questions, and
- adhering to the board's policy on Records Information Management. The [WRDSB Records and Retention Schedule](#) guides how we safely dispose of data in a secure and responsible fashion. Keeping data for a specific number of years allows us to track changes in our system over time.

For more information on data privacy and security, please see the Appendix C - Privacy and data security summary and supporting documents (p. 22).

### **DATA COLLECTION AND ANALYSIS**

In preparation for the 2019 and 2024 Workforce Census, as well as the 2021 Student Census, WRDSB Research staff engaged in a system-wide consultations to contribute to and inform the census questionnaire and approach. Stakeholders engaged in the consultations have included:

- employee group representatives from all WRDSB employee groups (Staff Advisory)
- staff from the WRDSB Human Resources and Equity Department
- staff from the WRDSB Indigenous, Equity and Human Rights Department
- staff from the WRDSB Communications Department



- WRDSB system leaders (principals, vice-principals, superintendents, managers, and system administrators)
- the WRDSB Freedom of Information, Privacy and Records Information Management Officer
- WRDSB community advisory committees (incl. the Indigenous Education Advisory Council, the Equity and Inclusion Advisory Group, and the Special Education Advisory Group)
- Ontario's Anti-Racism Directorate
- The Ministry of Education's Equity Secretariat
- the Ontario education research community

Elements of the consultation strategy included:

- face-to-face and virtual presentations and consultations with stakeholder groups
- input on data security, data collection, and staff outreach approaches
- review and input upon census questions
- awareness of and endorsement for the census
- development of communications materials (i.e. FAQ documents, strategic plan alignment, posters, informational video)

Prior to the launch of the Workforce Census, a staff intranet page was set up that included informational materials and a link to the Census questionnaire. Revisions to the questionnaire and communication strategies were finalized based upon stakeholder consultations. The 2024 census was officially launched via an all staff email message on April 8, 2024. The online census questionnaire was officially closed on June 10, 2024. Several reminder emails were sent to all staff through the board-wide email list. As well, targeted messages and reminders for system leaders and employee groups were shared through meeting presentations and emails.

Throughout the data collection process, responses were monitored to ensure that the overall responses to questions were coherent and consistent. A small number of entries were flagged for inconsistencies or irregularities and were carefully reviewed once the survey was closed. All survey responses were downloaded from the online survey platform, into an Excel spreadsheet where all entries were reviewed for consistency, coherence, and consistency. The original data file included 2,576 individual survey entries. A small number of entries were removed for irregularities which were determined to be unusable, while the majority of survey entries that were removed were found to have been left mostly incomplete. The final survey file used for analysis included 2,431 survey entries by individual employees. Following consultation with several system leaders, the summary reports were generated using the final cleaned data file. The results included in the reports were prepared using Microsoft Excel and PowerBI Software.

## APPENDIX A - WORKFORCE CENSUS QUESTIONNAIRE

### WELCOME TO THE WRDSB WORKFORCE CENSUS!

The WRDSB Workforce Census ("the Census") is a voluntary, self-identification survey of all WRDSB employees. This survey aligns with the guidance established by the Ministry of Education's Equity and Inclusion Policy, the Ontario Human Rights Commission, and Ontario's Anti-Racism Directorate. The Census will allow us to update and build upon our learning from the **2019 Workforce Census**.

The Census asks about Indigenous identity, ethnicity, race, citizenship status, gender, sexuality, religion, health conditions, age, employment status, and your perceptions and experiences as a WRDSB employee. Representatives from all WRDSB employee groups, senior management, our board privacy office, and community-based advisory groups were consulted in the development of this census.

**This survey is voluntary.** You may choose not to begin the survey, you may end the survey at any time, or you may skip any question that you do not wish to answer.

**This survey is anonymous.** The Census does not ask any question that will identify you personally (such as your name, school, email address, or IP address). WRDSB is required to protect the personal information of all participants in this survey as legislated by the Municipal Freedom of Information and Protection of Privacy Act. Summary results from the Census will be shared publicly. No information that could allow your individual answers to be seen will be included in any reports or analyses that are prepared based on this census. For more information about how we protect privacy and confidentiality, please visit our **Workforce Census privacy page**.

**Your participation is important!** 3844 staff members completed the 2019 Workforce Census (about 40% of all staff). Data from the 2019 Census was used to support initiatives related to fair, equitable, and inclusive hiring; professional development and networking opportunities; and services related to employee equity and wellness. For more details about the strategies and actions implemented to support staff since the 2019 Workforce Census, click **HERE**. The greater the number of staff that participate in the Census, the more accurate and actionable our findings will be. **The survey should only take 10-15 minutes to complete.**

More information about the Census is available on the staff intranet at **[staff.wrdsb.ca/census](https://staff.wrdsb.ca/census)**. If you have any other questions about the Census, please contact the Research Department at **[research@wrdsb.ca](mailto:research@wrdsb.ca)**.

WRDSB is committed to supporting employee wellness. If at any time you feel that you need support for your personal wellbeing, you can find a list of services and programs linked **HERE**.

**Do you agree to participate in the Workforce Census?**

- ☐ Yes
- ☐ No

**The first set of questions asks you about how you identify with various cultural and social characteristics.**

First Nations, Métis (Michif), and Inuit are the terms used to identify Indigenous people in the land now known as Canada. To identify as First Nations, Métis (Michif), and/or Inuit in this survey, you are not required to have documents or papers to prove any official Status or membership.

**Do you identify as First Nations, Métis (Michif), and/or Inuit? If yes, select all that apply.**

- ☐ No
- ☐ First Nations
- ☐ Métis (Michif)
- ☐ Inuit
- ☐ Prefer not to answer

*The following two questions appear for staff who identify as First Nations, Métis (Michif), or Inuit.*  
**First Nations, Métis, and Inuit identities are diverse. If you would like to provide more details about your Indigenous identity (such as your Nation, or your community), please enter it into the space provided.**

- ☐ My Nation, community, or Indigenous identity is...

- 
- ☐ I do not wish to provide more details

**How often have you felt affirmed in your First Nations, Métis (Michif), and/or Inuit identity within the workplace over the past 12 months?"**

*Note: Feeling affirmed refers to experiencing a sense of recognition, acceptance, and validation of your identity in the workplace.*

- ☐ All the time
- ☐ Often
- ☐ Sometimes
- ☐ Rarely
- ☐ Never
- ☐ Prefer not to answer



[All staff continue the survey here.](#)

Ethnic and cultural origins refer to how your identity is connected with an ethnic group. Ethnic groups usually have a shared identity, heritage, ancestry, or historical past. They often have a similar culture, language, and/or religion.

*Notes: The list below is not a complete list of the ethnic and cultural identities in the Waterloo Region. If you identify with an African and/or Caribbean identity you will have the option to provide more specific information. If you identify as First Nations, Métis (Michif), and/or Inuit you may also identify with a non-Indigenous ethnic or cultural origin. You may select from the list and/or you can select "An ethnic or cultural origin not listed above" and type in your answer.*

**What is/are your ethnic or cultural origin(s)? Select all that apply.**

- |   |                                      |  |
|---|--------------------------------------|--|
| <input type="radio"/> Afghan                                | <input type="radio"/> Greek          | <input type="radio"/> Romanian   |
| <input type="radio"/> African Caribbean/<br>Black Caribbean | <input type="radio"/> Guyanese       | <input type="radio"/> Russian  |
| <input type="radio"/> American (United<br>States)           | <input type="radio"/> Hungarian      | <input type="radio"/> Salvadorean  |
| <input type="radio"/> Arab                                  | <input type="radio"/> Indian (India) | <input type="radio"/> Scottish   |
| <input type="radio"/> Austrian                              | <input type="radio"/> Indo-Caribbean | <input type="radio"/> Serbian  |
| <input type="radio"/> Canadian                              | <input type="radio"/> Inuit          | <input type="radio"/> Spanish  |
| <input type="radio"/> Central African                       | <input type="radio"/> Iranian        | <input type="radio"/> Southern African   |
| <input type="radio"/> Chinese                               | <input type="radio"/> Irish          | <input type="radio"/> Swedish  |
| <input type="radio"/> Croatian                              | <input type="radio"/> Italian        | <input type="radio"/> Swiss  |
| <input type="radio"/> Czech                                 | <input type="radio"/> Jamaican       | <input type="radio"/> Syrian   |
| <input type="radio"/> Danish                                | <input type="radio"/> Jewish         | <input type="radio"/> Ukrainian  |
| <input type="radio"/> Dutch                                 | <input type="radio"/> Laotian        | <input type="radio"/> Vietnamese   |
| <input type="radio"/> East African                          | <input type="radio"/> Mennonite      | <input type="radio"/> Welsh  |
| <input type="radio"/> English (England)                     | <input type="radio"/> Métis (Michif) | <input type="radio"/> West African   |
| <input type="radio"/> Filipino                              | <input type="radio"/> Mexican        | <input type="radio"/> Unknown  |
| <input type="radio"/> First Nations                         | <input type="radio"/> North African  | <input type="radio"/> An ethnic or cultural<br>origin not listed above,<br>please specify: |
| <input type="radio"/> French                                | <input type="radio"/> Pakistani      | <hr/>  |
| <input type="radio"/> German                                | <input type="radio"/> Polish         | <input type="radio"/> Prefer not to answer   |
|   | <input type="radio"/> Portuguese     |  |
|   | <input type="radio"/> Rohingya       |  |

questionnaire and ensure students provide more details from the national or census identity associated with their ethnic or cultural origin).

**How often have you felt affirmed in your ethnic or cultural identity within the workplace over the past 12 months?"**

*Note: Feeling affirmed refers to experiencing a sense of recognition, acceptance, and validation of your identity in the workplace.*

- ☐ All the time
- ☐ Often
- ☐ Sometimes
- ☐ Rarely
- ☐ Never
- ☐ Prefer not to answer

In our society, people are often described by their race or racial background. For example, some people are considered "White" or "Black" or "Southeast Asian," etc.

**Which racial group identity or identities best describe(s) you? Select all that apply.**

- ☐ Black (e.g., African, African-Caribbean/Black Caribbean, African Canadian, other Black identified descent)
- ☐ East Asian (e.g., Chinese, Korean, Japanese, Taiwanese, other East Asian descent)
- ☐ First Nations
- ☐ Inuit
- ☐ Latina/Latino/Latinx (e.g., Hispanic, Latin American, other Latina/Latino/Latinx descent)
- ☐ Métis (Michif)
- ☐ Middle Eastern/North African/West Asian (e.g., Afghan, Algerian, Arab, Egyptian, Iranian, Israeli, Kurdish, Lebanese, Palestinian, Syrian, Turkish, other Middle Eastern/North African/West Asian descent)
- ☐ Southeast Asian (e.g., Cambodian, Filipino, Indonesian, Thai, Vietnamese, other Southeast Asian descent)
- ☐ South Asian (e.g., Afghan, Indian, Pakistani, Bangladeshi, Sri Lankan, Indo-Caribbean, other South Asian descent)
- ☐ White (e.g., European descent, other white identified descent)
- ☐ A racial group not listed above (please specify) \_\_\_\_\_
- ☐ Prefer not to answer

**How often have you felt affirmed in your racial identity within the workplace over the past 12 months?**

- ☐ All the time
- ☐ Often
- ☐ Sometimes
- ☐ Rarely
- ☐ Never
- ☐ Prefer not to answer

**Where were you born?**

- ☐ In the country now known as Canada  
*Modern day Canada is situated on the lands that have been the home to First Nations, Inuit, and Métis people for many generations before these lands came to be known as Canada.*
- ☐ In a country or region outside Canada
- ☐ Prefer not to answer

*The next three questions appears for employees who indicate that they were born in a country or region outside Canada.*

**In what year did you first come to live in Canada?**

- ☐ Before 1995
- ☐ Between 1995 and 1999
- ☐ Between 2000 and 2004
- ☐ Between 2005 and 2009
- ☐ Between 2010 and 2014
- ☐ Between 2015 and 2019
- ☐ Between 2020 and 2024
- ☐ Prefer not to answer

**Which of the following best describes you?**

- ☐ A Canadian citizen
- ☐ A landed immigrant/permanent resident
- ☐ A refugee claimant
- ☐ Protected Person/Convention Refugee
- ☐ A temporary worker (in Canada on a work permit)

- ☐ Prefer not to answer

**How often have you felt that your citizenship status is affirmed within the workplace over the past 12 months?**

- ☐ All the time  
☐ Often  
☐ Sometimes  
☐ Rarely  
☐ Never  
☐ Prefer not to answer

*All staff continue the survey here.*

**What is/are the first language(s) you learned to speak as a child? Select all that apply.**

*Note: You may select from the list and/or select "A language not listed above" and type in your own answer. If you select 'First Nations language,' 'Inuit language,' or 'Métis (Michif) language' you will have the opportunity to type in the name of the language(s).*

- |  |  |   |
|--|--|---|
| <input type="radio"/> Albanian                                   | <input type="radio"/> Inuit languages            | <input type="radio"/> Sign language<br>(e.g., ASL or LSQ)   |
| <input type="radio"/> Amharic                                    | <input type="radio"/> Japanese                   | <input type="radio"/> Somali  |
| <input type="radio"/> Arabic                                     | <input type="radio"/> Korean                     | <input type="radio"/> Spanish   |
| <input type="radio"/> Chinese (incl.<br>Mandarin &<br>Cantonese) | <input type="radio"/> Kurdish                    | <input type="radio"/> Swahili   |
| <input type="radio"/> Croatian                                   | <input type="radio"/> Lao                        | <input type="radio"/> Tagalog<br>(Pilipino; Filipino)   |
| <input type="radio"/> Dari                                       | <input type="radio"/> Low German                 | <input type="radio"/> Tamil   |
| <input type="radio"/> Dutch                                      | <input type="radio"/> Malayalam                  | <input type="radio"/> Telugu  |
| <input type="radio"/> English                                    | <input type="radio"/> Métis (Michif)<br>language | <input type="radio"/> Tigrinya  |
| <input type="radio"/> First Nations<br>language                  | <input type="radio"/> Nepali                     | <input type="radio"/> Turkish   |
| <input type="radio"/> French                                     | <input type="radio"/> Pashto                     | <input type="radio"/> Ukrainian   |
| <input type="radio"/> German                                     | <input type="radio"/> Persian (Farsi)            | <input type="radio"/> Urdu  |
| <input type="radio"/> Greek                                      | <input type="radio"/> Polish                     | <input type="radio"/> Vietnamese  |
| <input type="radio"/> Gujarati                                   | <input type="radio"/> Portuguese                 | <input type="radio"/> A language or<br>languages not<br>listed above<br>(please specify)<br>_____ |
| <input type="radio"/> Hindi                                      | <input type="radio"/> Punjabi                    |   |
| <input type="radio"/> Hmong                                      | <input type="radio"/> Rohingya                   |   |
| <input type="radio"/> Hungarian                                  | <input type="radio"/> Romanian                   |   |
|  | <input type="radio"/> Russian                    |   |
|  | <input type="radio"/> Serbian                    |   |

The following question will appear for staff who indicate that they first learned to speak a First Nations, Métis (Michif), or Inuit language.

**If you would like to specify which First Nations, Métis (Michif), and/or Inuit language(s) you first learned to speak, please enter it/them into the space provided.**

- ☐ I first learned to speak... \_\_\_\_\_
- ☐ I do not wish to specify

All staff continue the survey here.

**How often have you felt that your first language is affirmed within the workplace over the past 12 months?**

- ☐ All the time
- ☐ Often
- ☐ Sometimes
- ☐ Rarely
- ☐ Never
- ☐ Prefer not to answer

**What is/are your religious affiliation(s), spiritual affiliation(s), creed(s), and/or worldview(s)? Select all that apply.**

- ☐ Agnosticism
- ☐ Atheism
- ☐ Bahá'í
- ☐ Buddhism
- ☐ Catholicism
- ☐ Christianity (not including Catholic)
- ☐ Hinduism
- ☐ Indigenous Spirituality
- ☐ Jainism
- ☐ Judaism
- ☐ Islam
- ☐ Sikhism
- ☐ A non-religious spirituality
- ☐ No religious or spiritual affiliation
- ☐ A religious or spiritual affiliation not listed above (please specify) \_\_\_\_\_

**How often have you felt affirmed in your religious belief(s), spirituality, creed(s), and/or worldview(s) within the workplace over the past 12 months?**

- ☐ All the time
- ☐ Often
- ☐ Sometimes
- ☐ Rarely
- ☐ Never
- ☐ Prefer not to answer

Gender identity is a person's individual sense of being a man, a woman, both, neither or having another identity on the gender spectrum. A person's gender identity may be different from the sex that was identified for them when they were born (such as female, intersex, or male). For more information about gender identities, you can read the Government of Canada's [Gender and Sexual Diversity Glossary](#).

**What is your gender identity? Select all that apply.**

- |   |  |
|---|--|
| <input type="radio"/> Agender               | <input type="radio"/> Trans  |
| <input type="radio"/> Demigender            | <input type="radio"/> Two-spirit                                       |
| <input type="radio"/> Gender fluid          | <input type="radio"/> Woman  |
| <input type="radio"/> Gender non-conforming | <input type="radio"/> A gender not listed above (please specify) _____ |
| <input type="radio"/> Genderqueer           | <input type="radio"/> Prefer not to answer                             |
| <input type="radio"/> Man                   |  |
| <input type="radio"/> Non-binary            |  |

**How often have you felt affirmed in your gender identity within the workplace over the past 12 months?**

- ☐ All the time
- ☐ Often
- ☐ Sometimes
- ☐ Rarely
- ☐ Never



☐ Prefer not to answer

Sexual orientation is a personal characteristic that forms part of who you are. It covers the range of human sexuality and is distinct from an individual's gender identity. For more information about sexual orientations, you can read the Government of Canada's [Gender and Sexual Diversity Glossary](#).

**What is your sexual orientation? Select all that apply.**

- ☐ Asexual
- ☐ Bisexual
- ☐ Demisexual
- ☐ Gay
- ☐ Lesbian
- ☐ Omnisexual
- ☐ Pansexual
- ☐ Queer
- ☐ Questioning
- ☐ Straight/heterosexual
- ☐ Two-spirit
- ☐ A sexual orientation not listed above (specify) \_\_\_\_\_
- ☐ Prefer not to answer

**How often have you felt affirmed in your sexual orientation within the workplace over the past 12 months?**

- ☐ All the time
- ☐ Often
- ☐ Sometimes
- ☐ Rarely
- ☐ Never
- ☐ Prefer not to answer

People may identify as having a disability because of a long-term or permanent physical, cognitive, or mental health condition that makes it difficult for them to function in an environment that is not fully inclusive and accessible. A person's disability may be diagnosed or not diagnosed. It may be hidden or visible.

**Do you consider yourself to be a person with a disability/disabilities? If yes, please specify. Select all that apply.**

- ☐ No
- ☐ ADHD (Attention Deficit Hyperactivity Disorder)
- ☐ Blind or Low Vision
- ☐ Deaf or Hard of Hearing
- ☐ Learning, perceptual, or cognitive (e.g., autism, dyslexia, neurodiverse)
- ☐ Medical (e.g., addiction, asthma, cancer, diabetes, epilepsy, heart condition, long COVID, pain)
- ☐ Mental health disability (e.g., anxiety disorder, depression, eating disorder, OCD, psychosis, PTSD)
- ☐ Physical (e.g., coordination, mobility, movement)
- ☐ Speech impairment
- ☐ Unsure
- ☐ A disability or condition not listed above (please specify) \_\_\_\_\_
- ☐ Prefer not to answer

*The following question will only appear to employees who consider themselves to have a disability/disabilities.*

**How often have you felt affirmed in your identity as a person with a disability within the workplace over the past 12 months?**

- ☐ All the time
- ☐ Often
- ☐ Sometimes
- ☐ Rarely
- ☐ Never
- ☐ Prefer not to answer

**In which age category do you fit?**

- |   |  |
|---|--|
| <input type="radio"/> 20 years old or younger | <input type="radio"/> 51-60 years old      |
| <input type="radio"/> 21-30 years old         | <input type="radio"/> 61 years or older    |
| <input type="radio"/> 31-40 years old         | <input type="radio"/> Prefer not to answer |
| <input type="radio"/> 41-50 years old         |  |

**How often have you felt affirmed as a person in your age category within the workplace over the past 12 months?**

- ☐ All the time
- ☐ Often
- ☐ Sometimes
- ☐ Rarely
- ☐ Never
- ☐ Prefer not to answer

**The next set of questions asks about your employment status with the WRDSB.**

**Which of the following best describes your employment status with the WRDSB?**

*\*Note: 'Long-term occasional' (LTO) employees and 'daily occasional' employees are employment statuses usually applied to teaching positions. For other employee groups, who are not permanent employees, their job status is often described as 'casual' or 'temporary'.*

- ☐ Permanent full-time employee
- ☐ Permanent part-time employee
- ☐ Long-term occasional employee\*
- ☐ Daily occasional employee\*
- ☐ Casual, or temporary employee\*
- ☐ Prefer not to answer
- ☐ Other (please specify) \_\_\_\_\_

**How long have you been employed with the WRDSB?**

- |  |  |
|--|--|
| <input type="radio"/> Less than 1 year | <input type="radio"/> 16-20 years        |
| <input type="radio"/> 1-5 years        | <input type="radio"/> 21-25 years        |
| <input type="radio"/> 6-10 years       | <input type="radio"/> 26-30 years        |
| <input type="radio"/> 11-15 years      | <input type="radio"/> More than 30 years |

☐ Prefer not to answer

**Please select the employee federation(s), union(s), or association(s) of which you are a member. Select all that apply.**

- ☐ Educational Assistants Association (EAA)  
*Includes Education Assistants (EAs) and Child and Youth Workers (CYWs)*
- ☐ ETFO Designated ECE (DECE)
- ☐ ETFO Occasional Teachers
- ☐ ETFO Permanent Teachers
- ☐ Management/Professional/ESS related (non-union)
- ☐ Non-union (LBS Instructors, casual/temporary employees)
- ☐ Ontario Principals Council
- ☐ OSSTF Custodial and Maintenance Association (CAMA)
- ☐ OSSTF Education Support Staff (ESS)  
*Includes Education Support Staff consist of Secretaries, Technicians, Outdoor Educators, Administrative Assistants and Library Clerks (to name a few).*
- ☐ OSSTF Occasional Teachers
- ☐ OSSTF Permanent Teachers
- ☐ OSSTF Professional Student Services Personnel (PSSP)  
*Includes Board Certified Behaviour Analysts, Orientation and Mobility Specialists for the Blind, Psychology Staff, School Social Workers, Speech Language Pathologists, Communicative Disorders (CDA), and Occupational Therapists.*
- ☐ OSSTF Supervision Monitors and Cafeteria Assistants (SMACA)
- ☐ Senior Administration/Supervisory Officer
- ☐ Prefer not to answer
- ☐ Other (please specify) \_\_\_\_\_

*This question will appear for EAs, and elementary teachers (permanent and occasional).*

**With which grade level(s) do you work? Select all that apply.**

- ☐ Kindergarten (JK/SK)
- ☐ Grades 1-3
- ☐ Grades 4-6
- ☐ Grades 7-8
- ☐ Grades 9-12+
- ☐ Prefer not to answer
- ☐ Other (please specify) \_\_\_\_\_

Welcome to the last page of the Census! This final section seeks feedback on your perceptions and experiences of working with the WRDSB.

Please select the extent to which you agree or disagree with the following statements.

On a scale of Strongly Agree to Strongly disagree.

- I have a sense of belonging in the workplace.
- I feel socially isolated in the workplace.
- I feel well supported in the workplace.
- I feel the need for more professional development opportunities.
- I feel the need for more personal support services.
- I have faced barriers that prevented me from advancing my career at the WRDSB.
- I am interested in pursuing a leadership position at the WRDSB.

**Thank you for completing the Workforce Census. Your responses will help us to better support staff and students in the WRDSB!**

Employee wellness is important to us. If you need support for your wellbeing or the wellbeing of those close to you, you may find the resources linked [HERE](#) to be helpful.

## **APPENDIX B - Legislation, Guidelines, Policies, and Procedures**

The list below includes a number of relevant legislations, guidelines, policies, and procedures from the Province of Ontario and the WRDSB that regulate and inform all phases of the Workforce Census process.

### **Legislation:**

- Education Act: <https://www.ontario.ca/laws/statute/90e02>
- Municipal Freedom of Information and Protection of Privacy Act: <https://www.ontario.ca/laws/statute/90m56>
- Anti-Racism Act: <https://www.ontario.ca/laws/statute/17a15>
- Ontario Human Rights Code: <https://www.ontario.ca/laws/statute/90h19>

### **Best Practice Guidelines:**

- Anti-Racism Data Standards: <https://www.ontario.ca/document/data-standards-identification-andmonitoring-systemic-racism>
- Ontario's Education Equity Action Plan: <https://files.ontario.ca/edu-10/edu-Ontario-Education-Equity-Action-Plan-en-2021-08-04.pdf>
  - Information and Privacy Commissioner of Ontario - Planning for Success: Privacy Impact Assessment Guide: <https://www.ipc.on.ca/sites/default/files/legacy/2015/05/Planning-for-Success-PIA-Guide.pdf>
- Model Code for the Protection of Personal Information: <https://laws-lois.justice.gc.ca/eng/acts/p-8.6/page-7.html>
- Ontario Human Rights Commission guideline – “Count me in! Collecting human rights-based data”: <http://www.ohrc.on.ca/en/count-me-collecting-human-rights-based-data>



**WRDSB Policies and Administrative Procedures:**

- Board Policy 1008: Equity and Inclusion:  
<https://www.wrdsb.ca/wp-content/uploads/1008-Equity-and-Inclusion.pdf>
- Board Policy 1013 – First Nation, Métis and Inuit Voluntary Self-Identification Policy:  
<https://www.wrdsb.ca/wp-content/uploads/1013-FNMI-Voluntary-Self-Identification-1.pdf>
- Board Policy 1014: Privacy Protection and Access to Information:  
<https://www.wrdsb.ca/wp-content/uploads/1014-Privacy-Protection-and-Access-to-Information-1.pdf>
- Board Policy 1015: Records Information Management:  
<https://www.wrdsb.ca/wp-content/uploads/1015-Records-Information-Management.pdf>
- Administrative Procedure 1102: Freedom of Information Request Protocol:  
<https://www.wrdsb.ca/wp-content/uploads/1102-FOI-Request-Protocol.pdf>
- Administrative Procedure 1104: Privacy Breach Protocol:  
<https://www.wrdsb.ca/wp-content/uploads/1104-Privacy-BreachProtocol.pdf>
- Administrative Procedure 4070: Responsible Use Procedure for Information, Communication and Collaboration Technologies:  
<https://www.wrdsb.ca/wp-content/uploads/AP4070-Responsible-Use-Procedure-for-Info-Comms-and-Tech.pdf>
- Administration Procedure 4790: Classification and Security of Data:  
<https://www.wrdsb.ca/wp-content/uploads/AP4790-Classification-and-Security-of-Data.pdf>

## **APPENDIX C - Privacy and data security summary and supporting documents**

### **Confidentiality and Data Security**

The WRDSB and the staff of the Research and Organizational Transformation Department are committed to protecting the privacy and confidentiality of students, staff, and community members from whom we collect data.

Our processes align with regulations and guidelines of the:

- [Municipal Freedom of Information and Protection of Privacy Act of Ontario](#)
- [Information and Privacy Commissioner of Ontario](#)
- [Education Act](#)
- [Ontario Human Rights Code](#)
- [Anti-Racism Act](#)

Our commitment to privacy legislation and guidelines is grounded in two overarching objectives:

- Protecting the confidentiality of data
- Maintaining data security

### [Ensuring Data Confidentiality](#)

We will not collect information that could identify individual staff. The Workforce Census will not ask staff to provide data that would allow research staff to identify individual staff members. This includes:

- Names
- Contact information
- Schools
- Employee numbers
- Dates of birth
- IP addresses

The individual responses provided for the Workforce Census will remain on:

- Encrypted password-protected servers
- Password-protected laptops accessible only by Research and Organizational Transformation Department staff

We are committed to ensuring that individual staff responses will never be viewed by any staff members outside the Research and Organizational Transformation Department.

The data collected through the WRDSB Workforce Census will not be linked with any of the information in existing WRDSB or provincial databases. The results will be reported in a summarized or aggregated format. This means all responses will be combined and presented as board-wide results. The analysis and reporting process will use a data suppression protocol. This means results that include less than 15 individual responses will not be reported. Data

suppression is used to ensure that the data is grouped in a way that will not allow the readers of prepared reports to identify the specific responses provided by any individuals who participated in the census.

Participants have full control of what information they provide. The Workforce Census is entirely voluntary. This means that staff can choose which questions they wish to answer and which they do not. It is our hope that we will gather as much information as possible. We encourage all staff members to respond to as many questions as they feel comfortable. More responses will result in more accurate and actionable findings.

### Securing Your Data

The WRDSB Workforce Census will be implemented using the online survey platform [Qualtrics](#). To ensure that data will remain secure using this platform, WRDSB research staff has conducted a review of Qualtrics' privacy and data security protocols. This review confirmed that the Qualtrics survey platform:

- Complies with Canadian and international data security standards
- Employs strategies and policies that promote the secure collection and storage of survey data

Through our corporate account with Qualtrics, the WRDSB has access to a wide range of privacy and security documentation. Research staff reviewed Qualtrics' data security documents and submitted follow-up questions to Qualtrics staff. This allowed them to gather further details and validate our assessment of their data security protocols. The assessment determined that Qualtrics actively aligns their data security protocols with a number of international data security standards. This includes:

- [General Data Protection Regulation](#)
- [NIST SP 800-53](#)
- [FedRAMP](#)
- [AICPA SOC2 Type II – Security, Confidentiality, Availability](#)
- International Standards Organization:
  - [ISO 27001-2013](#)
  - [ISO 27017-2015](#)
  - [ISO 27018-2019](#)
- [HITRUST-CSF v9.3](#)

Our assessment also confirmed that Qualtrics staff will not access data collected by the WRDSB without the permission of, or a request from, authorized WRDSB staff. Under normal business practice, Qualtrics staff do not access or share any of the survey data that is collected by the WRDSB. WRDSB data is stored at a secured data centre on [encrypted third-party servers](#) in Toronto, ON. The data will not be transferred outside of Canada.

Qualtrics also uses [HTTP Strict Transport Security \(HSTS\)](#). This allows for Transport Layer Security (also known as HTTPS). It helps to secure data as it is transferred from the device on

which the survey was completed to the secure server. It is important to acknowledge that no web-based systems are immune from a highly skilled and motivated hacker. However, Qualtrics data security protocols and policies:

- Reflect a high level of data security commitment
- Meet internationally reviewed and certified standards

In addition to our review of the Qualtrics data security protocols, WRDSB's Research and Organizational Transformation Department adheres to the board's policy on Records Information Management. The [WRDSB Records and Retention Schedule](#) guides how we safely dispose of data in a secure and responsible fashion. Keeping data for a specific number of years allows us to track changes in our system over time. However, in the interest of data security, the record and retention schedule helps determine how and when data will be stored and deleted.

The individual level results from the census will remain on the secure, encrypted third-party server for **no more than two years**. Within two years the data will be transferred to a secure password protected folder on a local WRDSB server.

For analysis and archival purposes, Workforce Census data will be downloaded and stored in WRDSB GSuite Google Drive folders. Access to these folders will be restricted to members of the Research and Organizational Transformation Department. This data is protected by the same security protocols applicable to all other data held in WRDSB's encrypted [Google Cloud](#). Data will be securely disposed of as per the [WRDSB Records and Retention Schedule](#).

Questions?

For more information on the WRDSB Workforce Census data privacy protocols please contact:

- [research@wrdsb.ca](mailto:research@wrdsb.ca)

### Supporting documents

WRDSB Service Provider Privacy and Security Assessment Tool

<https://www.wrdsb.ca/wp-content/uploads/WRDSB-Service-Provider-Privacy-and-Security-Assessment-of-Qualtrics.pdf>

Qualtrics Security Statement: <https://www.qualtrics.com/security-statement/>

Qualtrics Security and Compliance: <https://www.qualtrics.com/platform/security/>

Google Cloud security whitepaper:

[https://services.google.com/fh/files/misc/google\\_security\\_wp.pdf](https://services.google.com/fh/files/misc/google_security_wp.pdf)