



February 9, 2026

# Policy & Governance Standing Committee

## Notice of Meeting

The Policy & Governance Standing Committee Meeting of the Waterloo Region District School Board will be held in the Boardroom, Building 2, 1<sup>st</sup> Floor, 51 Ardelet Avenue, Kitchener, Ontario, on February 9, 2026, immediately following the Special Board Meeting.

### AGENDA

**Call to Order**

**Approval of Agenda**

**Announcements**

**Declarations of Pecuniary Interest**

**Delegations**

**Staff Follow Up**

**Reports**

01 Board Policy 3001 - Trustee Expenditures

06 Board Policy 4003 - Trespassing

09 Board Policy 4011 - School Parking Lot Safety and Students

12 Board Policy 5000 - Employment (Fair, Equitable, and Inclusive Hiring)

**Board Reports**

**Question Period for Members (5 minutes)**

**Rise & Reconvene in a Working Meeting**



# Report to Policy & Governance Standing Committee

February 9, 2026

## Subject: Board Policy 3001 - Trustee Expenditures

### Recommendation

That the Policy & Governance Standing Committee recommend approval of Board Policy 3001 - Trustee Expenditures as presented at the February 9, 2026 Policy & Governance Standing Committee meeting.

### Status

Recommended changes include:

- Simplified titled (formerly Travel, Meals and Hospitality Expenditures - Trustees)
- Housekeeping changes for consistent policy formatting
- Simplifying language where possible
- Updates to Related References
- Correction to reporting timelines

The following steps have occurred:

- Reviewed using the Human Rights and Equity Review Guide
- Reviewed by Leadership Council
- Reviewed for legislative updates, consistent language and AODA considerations

### Background

The policy was reviewed through the Policy Review Process.

### Financial implications

There are no known financial implications of the policy changes.

### Communications

Policies will be updated on the internal and external websites after approval by the Board of Trustees at the monthly Board meeting.

**Prepared by:** S. Reidel, Manager of Corporate Services on behalf of the Policy & Governance Standing Committee in consultation with Leadership Council.



# **TRUSTEE EXPENDITURES**

## **TRAVEL, MEALS AND HOSPITALITY EXPENDITURES**

### **—TRUSTEES**

Legal References:	<i>Education Act, Section 171(1)17: Powers of Boards - Membership Fees and Travelling Expenses</i> <i>Education Act, Section 191(2): Travel Expenses</i> <a href="#"><i>Broader Public Sector Expenses Directive (Effective January 1, 2020)</i></a> <i>Ministry Memo 2006:B15 – School Board Expenditure Guidelines</i> <i>Ministry Memo 2009:B8 – Trustee Expense Guideline</i>
Related References:	<i>Administrative Procedure 4380 – Expense Reimbursement</i> <i>Administrative Procedure 4381 – Travel and Meals Expenditures</i> <i>Administrative Procedure 4382 – Hospitality Expenditures</i> <i>Administrative Procedure 4383 – In-Service Expenditures</i> <del><i>FS 17 AS6 – Request for Reimbursement of Expenses</i></del> <i>Board Policy 3008 – Use of Board Resources During the Election Campaign</i>
Effective Date:	<i>March 2007</i>
Revisions:	<i>June 18, 2018, February 8, 2021, February 9, 2026</i>
Reviewed:	<i>March 20, 2017</i>

#### **1. Preamble Purpose**

- 1.1 ~~The Education Act provides for reimbursement to members of the Waterloo Region District School Board (WRDSB) trustees for expenses incurred while on WRDSB business or for professional development.~~  
The policy that follows outlines the roles and responsibilities of members of the Waterloo Region District School Board (Board) where a trustee is to be reimbursed for purchases they have made on behalf of the Board for travel, meals, hospitality, out-of-pocket expenses or professional development.
- 1.2 ~~The Education Act provides for a Board to reimburse trustees for expenses incurred while on Board business.~~

#### **2. Application Travel, Meals and Hospitality Expenditures**

- 2.1 ~~It is the policy of the Board to reimburse trustees for out of pocket expenses incurred while on board business;~~ Reimbursement will be in accordance with Administrative Procedure (AP) 4380 – Expense Reimbursement, AP 4381 - Travel and Meals Expenditures, AP 4382 - Hospitality Expenditures and AP 4383 In-Service Expenditures Travel, Meals and Hospitality Expenditures.
- 2.2 Expenses related to political activities or events are not reimbursed.
- 2.3 All expenses to be reimbursed must be reasonable and relevant to the business activity of the Board. The expenditures must be reasonable and transparent, with appropriate accountability and relate to the goals and objectives of the Board's Strategic Plan. Requests for employee time or other board resources, which are for trustee personal use, are not permitted.
- 2.4 For an expense to be paid or reimbursed it must have the appropriate authorizations and approvals as set out in Administrative Procedure 4380 – Expense Reimbursement, and AP 4381 - Travel and Meals Expenditures Travel, Meals and Hospitality Expenditures.

- 2.5 The Board assumes no obligation to reimburse expenses that do not comply with this policy.
- 2.6 A detailed breakdown of trustee expenses and any required explanation must be posted ~~quarterly~~ **annually** on the Board website.
- 2.7 ~~It is the policy of the Board to~~ **The WRDSB will publicly report** ~~include~~ the total amount reimbursed to trustees in a public report published annually in November for the previous ~~budget year~~.

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## TRAVEL, MEALS AND HOSPITALITY EXPENDITURES – TRUSTEES

Legal References:	<i>Education Act, Section 171(1)17: Powers of Boards - Membership Fees and Travelling Expenses</i> <i>Education Act, Section 191(2): Travel Expenses</i> <a href="#">Broader Public Sector Expenses Directive (Effective January 1, 2020)</a> <a href="#">Ministry Memo 2006:B15 – School Board Expenditure Guidelines</a> <a href="#">Ministry Memo 2009:B8 – Trustee Expense Guideline</a>
Related References:	<i>Administrative Procedure 4380 – Travel, Meals and Hospitality Expenses</i> <i>FS-17-AS5 – Request for Reimbursement of Expenses</i>
Effective Date:	<i>March 2007</i>
Revisions:	<i>June 18, 2018, February 8, 2021</i>
Reviewed:	<i>March 20, 2017,</i>

### 1. Preamble

- 1.1 The policy that follows outlines the roles and responsibilities of members of the Waterloo Region District School Board (Board) where a trustee is to be reimbursed for purchases they have made on behalf of the Board for travel, meals, hospitality, out-of-pocket expenses or professional development.
- 1.2 The Education Act provides for a Board to reimburse trustees for expenses incurred while on Board business.

### 2. Travel, Meals and Hospitality Expenditures

- 2.1 It is the policy of the Board to reimburse trustees for out-of-pocket expenses incurred while on board business, in accordance with [Administrative Procedure 4380 – Travel, Meals and Hospitality Expenditures](#).
- 2.2 Expenses related to political activities or events are not reimbursed.
- 2.3 All expenses to be reimbursed must be reasonable and relevant to the business activity of the Board. The expenditures must be reasonable and transparent, with appropriate accountability and relate to the goals and objectives of the Board's Strategic Plan. Requests for employee time or other board resources, which are for trustee personal use, are not permitted.
- 2.4 For an expense to be paid or reimbursed it must have the appropriate authorizations and approvals as set out in [Administrative Procedure 4380 – Travel, Meals and Hospitality Expenditures](#).
- 2.5 The Board assumes no obligation to reimburse expenses that do not comply with this policy.
- 2.6 A detailed breakdown of trustee expenses and any required explanation must be posted quarterly on the Board website.
- 2.7 It is the policy of the Board to include the total amount reimbursed to trustees in a public report published annually in November for the previous budget year.



# Report to Policy & Governance Standing Committee

February 9, 2026

## Subject: Board Policy 4003 - Trespassing

### Recommendation

That the Policy & Governance Standing Committee recommend approval of Board Policy 4003 - Trespassing as presented at the February 9, 2026 Policy & Governance Standing Committee meeting.

### Status

Recommended changes include:

- Housekeeping changes for consistent policy formatting

The following steps have occurred:

- Reviewed using the Human Rights and Equity Review Guide
- Reviewed by Leadership Council
- Reviewed for legislative updates, consistent language and AODA considerations

### Background

The policy was reviewed through the Policy Review Process.

### Financial implications

There are no known financial implications of the policy changes.

### Communications

Policies will be updated on the internal and external websites after approval by the Board of Trustees at the monthly Board meeting.

**Prepared by:** S. Reidel, Manager of Corporate Services on behalf of the Policy & Governance Standing Committee in consultation with Leadership Council.



## TRESPASSING

Legal References:	<i>Trespass to Property Act, R.S.O. 1990 Education Act Ontario Regulation 474/00 - Access to School Premises</i>
Related References:	<a href="#">Board Policy 6000 – Safe Schools</a> <a href="#">Board Policy 6001 – Code of Conduct</a>
Effective Date:	February 23, 1998
Revisions:	March 17, 2014, February 9, 2026
Reviewed:	June 11, 2018, March 22, 2021

### 1. Purpose Preamble

- 1.1 It is the policy of the ~~The~~ Waterloo Region District School Board (WRDSB) ~~to will~~ give appropriate notice regarding access to, and the use of, school premises, ~~and to~~ ~~The~~ **WRDSB** authorizes the Director of Education to designate WRDSB employees and other duly authorized agents to act with the authority of an occupier in compliance with legislation contained in the Trespass to Property Act and Ontario Regulation Access to School Premises. ~~recognizing that:~~

### 2. Application

The WRDSB recognizes that:

- 2.1 school premises exist for unique and specific purposes;
- 2.2 the WRDSB must safeguard school premises for those purposes on behalf of the public;
- 2.3 persons entering school premises without authority, or using them to engage in prohibited activities, may endanger such premises;
- 2.4 the Trespass to Property Act gives a school board all the rights and duties of an occupier in respect of its school premises;
- 2.5 unless invited or otherwise directed by the school principal (or designate), all persons who enter school premises and who are not students or staff members of that school, must report to the main office of the school promptly upon arrival and obtain the principal's (or designate's) permission to remain on the school premises.



Legal References:	<i>Trespass to Property Act, R.S.O. 1990 Education Act Ontario Regulation 474/00 - Access to School Premises</i>
Related References:	<a href="#"><u>Board Policy 6000 – Safe Schools</u></a> <a href="#"><u>Board Policy 6001 – Code of Conduct</u></a>
Effective Date:	<i>February 23, 1998</i>
Revisions:	<i>March 17, 2014,</i>
Reviewed:	<i>June 11, 2018, March 22, 2021</i>

## 1. Preamble

- 1.1 It is the policy of the Waterloo Region District School Board (WRDSB) to give appropriate notice regarding access to, and the use of, school premises, and to authorize the Director of Education to designate WRDSB employees and other duly authorized agents to act with the authority of an occupier in compliance with legislation contained in the Trespass to Property Act and Ontario Regulation Access to School Premises recognizing that:
- 1.1.1 school premises exist for unique and specific purposes;
  - 1.1.2 the WRDSB must safeguard school premises for those purposes on behalf of the public;
  - 1.1.3 persons entering school premises without authority, or using them to engage in prohibited activities, may endanger such premises;
  - 1.1.4 the Trespass to Property Act gives a school board all the rights and duties of an occupier in respect of its school premises;
  - 1.1.5 unless invited or otherwise directed by the school principal (or designate), all persons who enter school premises and who are not students or staff members of that school, must report to the main office of the school promptly upon arrival and obtain the principal's (or designate's) permission to remain on the school premises.



# Report to Policy & Governance Standing Committee

February 9, 2026

## Subject: Board Policy 4011 - School Parking Lot Safety and Students

### Recommendation

That the Policy & Governance Standing Committee recommend approval of Board Policy 4011 - School Parking Lot Safety and Students as presented at the February 9, 2026 Policy & Governance Standing Committee meeting.

### Status

Recommended changes include:

- Housekeeping changes for consistent policy formatting
- Links added for Legal and Related References

The following steps have occurred:

- Reviewed using the Human Rights and Equity Review Guide
- Reviewed by Leadership Council
- Reviewed for legislative updates, consistent language and AODA considerations

### Background

The policy was reviewed through the Policy Review Process.

### Financial implications

There are no known financial implications of the policy changes.

### Communications

Policies will be updated on the internal and external websites after approval by the Board of Trustees at the monthly Board meeting.

**Prepared by:** S. Reidel, Manager of Corporate Services on behalf of the Policy & Governance Standing Committee in consultation with Leadership Council.



## SCHOOL PARKING LOT SAFETY AND STUDENTS

Legal References:	<u><a href="#">Education Act, R.S.O. 1990, c. E.2</a></u>
Related References:	<u><a href="#">Human Rights Code, R.S.O. 1990, c. H.19</a></u>
Effective Date:	May 2004
Revisions:	June 12, 2017, March 22, 2021, <b>February 9, 2026</b>
Reviewed:	November 12, 2018,

### 1. Purpose

- 1.1** ~~It is the policy of the~~ The Waterloo Region District School Board (WRDSB) ~~to~~ will ensure that student safety is the priority when schools establish guidelines for the managing of traffic in school driveways and parking lots. ~~recognizing that:~~

### 2. Application

The WRDSB recognizes that:

- 2.1** elementary students in Junior Kindergarten through to Grade six (6) must not be used to actively manage or direct traffic;
- 2.2** students in grades seven (7) to twelve (12) may assist only during special events, with training, direct supervision, and the required safety equipment.



## SCHOOL PARKING LOT SAFETY AND STUDENTS

Legal References: *Education Act*

Related References:

Effective Date: *May 2004*

Revisions: *June 12, 2017, March 22, 2021*

Reviewed: *November 12, 2018*

1. It is the policy of the Waterloo Region District School Board (WRDSB) to ensure that student safety is the priority when schools establish guidelines for the managing of traffic in school driveways and parking lots, recognizing that:
  - 1.1 elementary students in Junior Kindergarten through to Grade six (6) must not be used to actively manage or direct traffic;
  - 1.2 students in grades seven (7) to twelve (12) may assist only during special events, with training, direct supervision, and the required safety equipment.



# Report to Policy & Governance Standing Committee

February 9, 2026

## **Subject: Board Policy 5000 - Employment (Fair, Equitable, and Inclusive Hiring)**

### **Recommendation**

That the Policy & Governance Standing Committee recommend approval of Board Policy 5000 - Employment (Fair, Equitable, and Inclusive Hiring) as presented at the February 9, 2026 Policy & Governance Standing Committee meeting.

### **Status**

Recommended changes include:

- Housekeeping changes for consistent policy formatting
- Removal of duplicate language to simplify policy

The following steps have occurred:

- Public Consultation
- Consultation with WRDSB Committees including but not limited to, Parent Involvement Committee, Special Education Advisory Committee, Equity and Inclusion Advisory Group
- Reviewed using the Human Rights and Equity Review Guide
- Reviewed by Leadership Council
- Reviewed for legislative updates, consistent language and AODA considerations

### **Background**

The policy was reviewed through the Policy Review Process.

### **Financial implications**

There are no known financial implications of the policy changes.

## Communications

Policies will be updated on the internal and external websites after approval by the Board of Trustees at the monthly Board meeting.

**Prepared by:** S. Reidel, Manager of Corporate Services on behalf of the Policy & Governance Standing Committee in consultation with Leadership Council.



## Board Policy 5000

# EMPLOYMENT (FAIR, EQUITABLE, AND INCLUSIVE HIRING)

Legal References:	<i><u>Education Act Regulation 298 Operation of Schools - General (OREG 435-00)</u></i> <i><u>The Accessibility for Ontarians with Disabilities Act, 2005 (AODA) Integrated Accessibility Standards Regulation 191/112</u></i> <i><u>Ontario Human Rights Code</u></i> <i><u>Ontarians with Disabilities Act</u></i> <i><u>United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)</u></i>
Related References:	<i>Board Policy 5001: Appointment of Principals and Vice-Principals; Elementary and Secondary</i> <i>Board Policy 5010: <b>Conflicts Of Interest: Hiring And Placement Of Relatives</b></i> <i><del>Employment and Placement of Relatives</del></i> <i>Administrative Procedure 3340: The Selection of Personnel for Positions of Added Responsibility; Principal and Vice-Principal</i> <i>Administrative Procedure 3350: The Selection of Teaching Personnel for Positions of Added Responsibility; Coordinator, Consultant</i> <i>Administrative Procedure 3360: The Selection of Teaching Personnel for Positions of Added Responsibility; Department Head, Assistant Department Head</i> <i>Administrative Procedure 3370: Employee Candidate Screening, Interviewing and Selection</i> <i>Administrative Procedure 3600: Selection Procedure for ESS/OSSTF and ESS/OSSTF Related Positions</i> <i>Administrative Procedure 4360 – Principles of Business Conduct for Board Employees</i>
Effective Date:	<i>February 23, 1998</i>
Revisions:	<i>March 7, 2016, March 22, 2021, <b>February 9, 2026</b></i>
Reviewed:	<i>February 13, 2017, April 23, 2018</i>

### 1. **Purpose Preamble:**

The Waterloo Region District School Board ("WRDSB") recognizes that, consistent with the Canadian Charter of Rights and Freedom, the Ontario Human Rights Code, and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), employment practices and procedures at all levels should reflect, demonstrate understanding of, express a value in, and respond to a diverse population.

~~It is the policy of the~~ **The WRDSB, to will** ensure that all staff are employed through a fair, equitable, **accountable** and transparent process, and/or promoted based on qualifications, merit, and professional ability, lived ~~experience~~ and work experience. ~~and WRDSB staff should~~ reflect the diversity of the students it serves ~~and the Waterloo Region community~~. It is the aim of the Board to attract, develop and retain **qualified competent staff employees** in all job classifications and provide a workplace environment that is inclusive, welcoming and equitable to all.

### 2. **Application Policy:**

#### 2.1. The WRDSB will:

- 2.1.1. **Apply** equitable recruitment, hiring, employment and promotion practices ~~shall be applied~~ to all applicants and employees of the Board and shall consider

individuals who self identify as Indigenous persons, members of racialized communities, gender identity/women, members of the 2SLGBTQ+ community, persons with disabilities, and members of other historically marginalized communities, protected under the *Ontario Human Rights Code*.

~~Increasing diversity of the workforce in the school board is vital because the workforce should be reflective and representative of the students and community it serves.~~

- 2.1.2. ~~In keeping with our commitment~~ **Commit** to hiring, promoting and retaining the most qualified staff.;
- 2.1.3. ~~ongoing emphasis will be placed on the~~ **Emphasize** development and communication of these principles throughout the Board via administrative procedures.

### **Diversity, Equity, and Human Rights**

- 2.2. The promotion and support for human rights in the context of employment, as protected under the Ontario Human Rights Code is vital to achieving a ~~diverse and representative~~ workforce to meet the needs of the diverse student body of the WRDSB.

~~The way to achieve an inclusive, diverse and representative workforce is to~~ **The WRDSB does this by:**

- **valuing**, **promoting** and **encouraging** the hiring of staff from under-represented communities;
- **ensuring** all employment policies and practices are non-discriminatory;
- **working** to intentionally identify and remove barriers for marginalized communities when identifying and setting job requirements and employment conditions at each stage of the hiring process.

### **Qualifications and Merit**

- 2.3. ~~Although~~ **The WRDSB's** hiring policies ~~must~~ adhere to the qualification requirements set out in applicable Regulation (e.g. Regulation 298, "Operation of Schools – General"), ~~the Board~~ **and** recognizes the importance of the following when developing its selection and evaluation criteria:

- **valuing** applicants' additional experiences, lived experience, skills, backgrounds and perspectives;
- **granting** first consideration, where the skills, ability, and qualifications of the applicants are relatively equal, to applicants who self-identify as members of historically under-represented communities.

Where a collective agreement governs the hiring or promotional process, this will be done in a manner that is consistent with the ~~Board~~ **WRDSB's** collective agreement obligations.

### **Fairness and Transparency**

- 2.4. ~~In recognition of its commitment to accountability as a fair, equitable and inclusive employer, the Board~~ **The WRDSB** will implement and sustain the following mechanisms to help ensure that candidates are evaluated through a fair and transparent process:

- a conflict of interest disclosure process;

- ~~bona fide~~ relevant job requirements and qualifications, while following the requirements as outlined in the applicable Regulation 298, Operation of Schools - General;
- where possible, diverse hiring panels to draw on ~~the~~ different experiences, skill sets, and educational and professional backgrounds in the ~~Board~~ WRDSB;
- objective evaluation criteria and structured interview questions that prevent selection bias.

### Monitoring and Evaluation

2.5. In further demonstration of ~~its accountability to employment equity principles and guided by its obligations under the Ontario Human Rights Code~~, the ~~Board~~ WRDSB will monitor, evaluate and review the effectiveness of its hiring ~~practices~~ policy on a regular basis. This evaluation process will include:

- assessing the skills and competencies of its workforce and identifying any gaps;
- developing and implementing a response plan to ~~close~~ ameliorate the identified gaps
- collecting workforce demographic data, determining the diversity of the workforce and identifying any gaps in representation;
- developing and implementing a strategy to support the enhancement of diverse representation across all levels of the workforce;
- ensuring all employment systems, policies, procedures, and practices are non-discriminatory and free from systemic barriers.

### Special Programs

2.6. The Ontario *Human Rights Code* enables organizations to develop and implement programs to help members from historically ~~disadvantaged~~ under-represented groups, which have experienced hardship, economic disadvantage, inequality, or discrimination. ~~Such programs strive to achieve substantive equity by creating opportunities for people and groups who face disadvantage and discrimination.~~

Where the ~~Board~~ WRDSB determines that specific marginalized communities are demonstrably under-represented within the Board's workforce, the ~~Board~~ WRDSB will consider implementing special programs to aid in creating employment opportunities for under-represented groups within our community. Such programs are expressly protected under the *Code*.



Waterloo Region  
District School Board

## Board Policy 5000

# EMPLOYMENT (FAIR, EQUITABLE, AND INCLUSIVE HIRING)

Legal References:	<u><i>United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)</i></u> <u><i>Ontario Human Rights Code</i></u> <u><i>Ontarians with Disabilities Act</i></u> <u><i>The Accessibility for Ontarians with Disabilities Act, 2005 (AODA) Integrated Accessibility Standards Regulation 191/112</i></u> <u><i>Regulation 298 Operation of Schools - General (OREG 435-00)</i></u>
Related References:	<i>Board Policy 5001: Appointment of Principals and Vice-Principals; Elementary and Secondary</i> <i>Board Policy 5010: Employment and Placement of Relatives</i> <i>Administrative Procedure 3340: The Selection of Personnel for Positions of Added Responsibility; Principal and Vice-Principal</i> <i>Administrative Procedure 3350: The Selection of Teaching Personnel for Positions of Added Responsibility; Coordinator, Consultant</i> <i>Administrative Procedure 3360: The Selection of Teaching Personnel for Positions of Added Responsibility; Department Head, Assistant Department Head</i> <i>Administrative Procedure 3370: Employee Candidate Screening, Interviewing and Selection</i> <i>Administrative Procedure 3600: Selection Procedure for ESS/OSSTF and ESS/OSSTF Related Positions</i> <i>Administrative Procedure 4360 – Principles of Business Conduct for Board Employees</i>
Effective Date:	<i>February 23, 1998</i>
Revisions:	<i>March 7, 2016, March 22, 2021</i>
Reviewed:	<i>February 13, 2017, April 23, 2018</i>

### 1. Preamble:

The Waterloo Region District School Board (“WRDSB”) recognizes that, consistent with the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), the Ontario Human Rights Code and the Canadian Charter of Rights and Freedoms, employment practices and procedures at all levels should reflect, demonstrate understanding of, express a value in, and respond to a diverse population.

It is the policy of the WRDSB, to ensure that all staff are employed through a fair, equitable and transparent process, and/or promoted based qualifications, merit, and professional ability, lived experience and work experience and reflect the diversity of the students it serves and the Waterloo Region community. It is the aim of the Board to attract, develop and retain competent employees in all job classifications and provide a workplace environment that is inclusive, welcoming and equitable to all.

### 2. Policy:

2.1 Equitable recruitment, hiring, employment and promotion practices shall be applied to all applicants and employees of the Board and shall consider individuals who self identify as Indigenous persons, members of racialized communities, gender identity/women, members of the 2SLGBTQ+ community, persons with disabilities, and members of other historically marginalized communities, protected under the *Ontario Human Rights Code*.

- 2.2 Increasing diversity of the workforce in the school board is vital because the workforce should be reflective and representative of the students and community it serves.
- 2.3 In keeping with our commitment to hiring, promoting and retaining the most qualified staff, ongoing emphasis will be placed on the development and communication of these principles throughout the Board via administrative procedures.

### 3. Diversity, Equity, and Human Rights

- 3.1 The promotion and support for human rights in the context of employment, as protected under the Ontario Human Rights Code is vital to achieving a diverse and representative workforce to meet the needs of the diverse student body of the WRDSB.

The way to achieve an inclusive, diverse and representative workforce is to:

- value, promote and encourage the hiring of staff from under-represented communities;
- ensure all employment policies and practices are non-discriminatory;
- work to intentionally identify and remove barriers for marginalized communities when identifying and setting job requirements and employment conditions at each stage of the hiring process.

### 4. Qualifications and Merit

- 4.1 Although hiring policies must adhere to the qualification requirements set out in applicable Regulation (e.g. Regulation 298, “Operation of Schools – General”), the Board recognizes the importance of the following when developing its selection and evaluation criteria:

- valuing applicants’ additional experiences, lived experience, skills, backgrounds and perspectives;
- granting first consideration, where the skills, ability, and qualifications of the applicants are relatively equal, to applicants who self-identify as members of historically under-represented communities.

Where a collective agreement governs the hiring or promotional process, this will be done in a manner that is consistent with the Board’s collective agreement obligations.

### 5. Fairness and Transparency

- 5.1 In recognition of its commitment to accountability as a fair, equitable and inclusive employer, the Board will implement and sustain the following mechanisms to help ensure that candidates are evaluated through a fair and transparent process:

- a conflict of interest disclosure process;
- bona fide job requirements and qualifications, while following the requirements as outlined in the applicable Regulation 298, Operation of Schools - General;
- where possible, diverse hiring panels to draw on the different experiences, skill sets, and educational and professional backgrounds in the Board;
- objective evaluation criteria and structured interview questions that prevent selection bias.

### 6. Monitoring and Evaluation

- 6.1 In further demonstration of its accountability to employment equity principles and guided by its obligations under the *Ontario Human Rights Code*, the Board will monitor, evaluate and review the effectiveness of its hiring policy on a regular basis. This evaluation process will include:

- assessing the skills and competencies of its workforce and identifying any gaps;
- developing and implementing a response plan to ameliorate the identified gaps
- collecting workforce demographic data, determining the diversity of the workforce and identifying any gaps in representation;
- developing and implementing a strategy to support the enhancement of diverse representation across all levels of the workforce;
- ensuring all employment systems, policies, procedures, and practices are non-discriminatory and free from systemic barriers.

## 7. Special Programs

7.1 The Ontario *Human Rights Code* enables organizations to develop and implement programs to help members from historically disadvantaged groups, which have experienced hardship, economic disadvantage, inequality, or discrimination. Such programs strive to achieve substantive equity by creating opportunities for people and groups who face disadvantage and discrimination.

Where the Board determines that specific marginalized communities are demonstrably under-represented within the Board's workforce, the Board will consider implementing special programs to aid in creating employment opportunities for under-represented groups within our community. Such programs are expressly protected under the *Code*.