



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*.