

## PEEL DISTRICT SCHOOL BOARD POLICY

### Hiring Practices

**POLICY ID:** Policy 90

**FUNCTIONAL CATEGORY:** Human Resources, Partnerships and Equity

**RESPONSIBILITY:** Workforce Planning, Human Resources Partnerships & Equity

**APPROVAL:** Board of Trustees

**APPROVAL DATE:** [Click or tap here to enter text.](#)

**EFFECTIVE DATE:** [Click or tap here to enter text.](#)

**PROJECTED REVIEW DATE:** [Click or tap here to enter text.](#)

**REVIEW SCHEDULE:** 2 years

### 1. Purpose

The Hiring Practices Policy will:

- Create a process that is fair and equitable, anti-racist and anti-oppressive, transparent and actively accountable;
- Serve to inform and support the implementation of the Ministry of Education's Policy/Program Memorandum (PPM) 165: School Board Teacher Hiring Practices by mandating principles, guidelines, merit factors, from an anti-racism, anti-Black racism, anti-Indigenous racism, and anti-oppression framework; this may include the development of special programs recruitment strategy available through the Human Rights code; and
- Result in a workforce that is diverse and is reflective of the students and the communities the Board serves so that all students, regardless of their identity, can achieve student success and well-being.

### 2. Application and Scope:

2.1 Background

- a) In March 2020, the Ministry of Education conducted a review of the Peel District School Board (PDSB) outlining observations and recommendations

with respect to systemic discrimination, specifically anti-Black racism, human resources practices, board leadership and issues of governance.

- b) In their report, the Ministry's Reviewers recognized an absence of demographic diversity amongst school staff and underrepresentation of racialized teachers at the PDSB consistent with staff and student census data. Research has shown African, Caribbean and Black and Indigenous students achieve better educational outcomes and have better educational experiences when they have educators who understand their intersectional identities and lived experiences.
- c) The Hiring Practices policy and procedures responds to the findings of the Ministry's Review by acknowledging the importance of race, racism, and its impact on hiring at the PDSB, and that employing an anti-racism, anti-Black racism, anti-Indigenous racism, and anti-oppression framework to the hiring practices creates more equitable environment and enhanced success outcomes for all students.
- 2.2 Application
- a) This policy applies to all PDSB employees and job applicants.
- 2.3 Scope
- a) The policy applies to hiring, transfer, promotion and retention processes. The policy does not modify or supersede the terms of a collective agreement or terms and conditions of employment binding upon the PDSB and shall be read and interpreted in harmony with the relevant collective agreement or terms and conditions of employment. If any provisions of the policy are found to be inconsistent with applicable legislation or the provisions of a collective agreement, the applicable legislation and collective agreement provisions will prevail.

### 3. Definitions

- 3.1 **Board:** refers to the Peel District School Board which is also referred to as the "PDSB".

3.2 **Lived Experience:** refers to the personal knowledge that an individual has gained through their experiences and interactions in the world. These lived experiences are shaped by intersectional identities such as race, gender, class, sexual orientation, creed, etc. An individual's identity impacts how they experience the world and the various systems of oppression (e.g., racism, sexism, homo/transphobia). Having lived experiences that mirror the lived experiences of students allows educators to understand and validate the experiences of students and communities that they serve. Understanding lived experiences can also serve as a means by which systemic gaps are identified and addressed to ensure equity and inclusion so that barriers can be recognized and eliminated.

3.3 **Merit:** is being worthy and deserving of consideration. The way in which this traditional concept of merit is interpreted and applied in the hiring process must be through an equity based anti-racist and anti-oppressive lens. Merit will consist of more than formal qualifications, Canadian work experience, professional credentials, assessment and awards, but will also place value on and give weight to the skills, work, traditions, experiences, and perspectives derived from the lives of job applicants.

#### 4. Policy

4.1 Hiring practices will adhere to the following guiding principles for the hiring, promotion, retention, and transfer of all employees, comply with the additional requirements for the hiring of educators and other professionals as required by law, and consciously and intentionally acknowledge and give credit to the concept of merit as defined in this policy.

#### 4.2 Guiding Principles

a) The hiring process will be in alignment with the Board's Human Rights policy (Policy 51), Anti-Racism policy and the Equity and Inclusive Education policy (Policy 54).

- b) The process will recognize and address systemic barriers that lead to disparity and disproportionality in hiring outcomes.
- c) Hiring process will be equitable, consistent, transparent, and uphold the Board's commitments to anti-racism, anti-Black racism, anti-Indigenous racism, and anti-oppression.
- d) Hiring process will consciously and intentionally acknowledge that the lived experiences of employees and job applicants is a legitimate and important factor in decisions to hire, promote and retain staff at the PDSB and is critical in the service of those most marginalized and oppressed due to systemic inequities.
- e) An anti-racist and anti-oppressive lens will be applied to all components of the hiring process including, but not limited to job evaluation and terms and conditions of employment; outreach and recruitment; screening of job applicants; composition of hiring panels; content of the interview questions; assessment of job applicants.
- f) Decision making at every stage of the hiring process will be informed by the demographics of the PDSB students' communities and the composition of the various staff groups, instructional, operational, and administrative, to address disparities and inequities to support an evidence-based, data-driven approach.
- g) Staff will monitor and report the results of the PDSB's hiring practices so that outcomes can be evaluated in accordance with the purpose of this policy and the PDSB's commitment to anti-racism, anti-Black racism, anti-Indigenous racism, and anti-oppression.
- h) PDSB also recognizes the importance of reviewing, identifying and eliminating barriers that impact Indigenous and racialized job applicants, specifically communities who have been historically marginalized. The Board seeks input from impacted communities to inform its barrier-removal efforts.

To achieve this, PDSB will engage in outreach recruitment initiatives aimed at enhancing the diversity of its applicant pool.

#### 4.3 Additional Requirements

- a) The policy recognizes that hiring must adhere to the qualification requirements set out by standards and requirements specific to various jobs and relevant credentials bestowed by certifying and licensing authorities and colleges, as well as applicable legislation and regulations including the Human Rights Code.
- b) The hiring process for educators must be compliant with Policy/Program Memorandum 165 - School Board Hiring Practices and teacher hiring must uphold the principles mandated in Regulation 298, "Operation of Schools – General", R.R.O. 1990, including those related to providing the best possible education program and ensuring safety and wellbeing for students.

#### 4.4 Merit Factors that Form the Basis for Hiring Processes

- a) Merit is often seen in traditional ways where professional qualifications and credentials and traditional work experiences and ways of knowing are weighted more than non-traditional notions of merit.
- b) Staff involved in the hiring process will consider placing appropriate emphasis on all notions of merit as intended and set out in this policy that give credit to and confer legitimacy upon job applicants with diverse intersectional identities and lived experiences.
- c) Lived experiences and intersectional identities of staff are important merit factors for hiring processes in order to meet the learning and social emotional needs of all students.

#### 4.5 Fair & Equitable Hiring Process

- a) PDSB is committed to maintaining a fair and equitable hiring process that is free from the influences of nepotism and favoritism. PDSB recognizes that nepotism and favoritism can undermine the principles of equity-based

selection process to uphold its standards. In order to address these issues, the following measures are established:

- (i) **Conflict of Interest Disclosure:** All individuals participating in the hiring process are required to disclose any conflict of interest that include actual or perceived conflicts, and/or possible conflicts that have the potential to become actual or perceived. Such disclosures shall adhere to the guidelines outlined in PDSB's conflict of interest policy (Policy 8).
  - (ii) **Prohibition of Preferential Treatment:** PDSB prohibits any form of preferential treatment or bias in the hiring process. All candidates will be evaluated solely on the basis of their qualifications, experience (including Lived Experience), and suitability for the position.
  - (iii) **Transparency and Documentation:** The hiring process will be characterized by transparency, and all steps, criteria, and decisions made throughout the process must be documented.
  - (iv) **Training and Awareness:** PDSB will provide training and guidance to all individuals involved in hiring to ensure a bias-free hiring process and that hiring teams are well-informed about the Board's Hiring Policy. This training will emphasize the significance of conducting fair, unbiased, and objective hiring process.
  - (v) **Monitoring and Reporting:** PDSB will establish mechanisms consistent application of the hiring processes and the outcomes through an evidence-based competition file audit process. The results from the audit will help inform PDSB of the success criterion and potential barriers that may exist within its systems.
  - (vi) **Continuous Improvement:** The Board will continuously review and amend its hiring processes and policies.
- 4.6 Accessibility for Ontarians with Disabilities Act**
- a) **AODA Inclusion:** All hiring processes are conducted in strict alignment with the Accessibility for Ontarians with Disabilities Act (AODA), ensuring equal

opportunity and accessibility for individuals with disabilities throughout the entire recruitment and selection process.

- b) **Accommodation Notification:** Candidates invited for interviews must be informed about the PDSB's availability of accommodation during the recruitment and selection process, indicating the commitment to accommodating individuals with disabilities.
- c) **Accessible Materials:** Assessment and selection materials, including but not limited to application forms, testing materials, and interview documents, shall be made available in an accessible format to candidates with disabilities if requested.
- d) **Accommodation Policies:** Candidates must be notified of the PDSB's policy for accommodating employees with disabilities (Policy 76).

#### 4.7 Accountability and Data Reporting

- a) Accountability requires monitoring and reporting the results of PDSB's hiring practices so that outcomes can be evaluated in accordance with the purposes of this policy and the PDSB's commitment to anti-racism, anti-Black racism, anti-Indigenous racism, and anti-oppression.
- b) The PDSB will collect and analyze workforce demographic data that will be cross-referenced with student demographic data to support the implementation and monitoring of this policy.

#### 4.8 Violations

- a) PDSB is fully committed to the removal of race as a factor in educational recruitment. Outcomes, and to ensuring that every member of the PDSB community understands and shares an informed commitment to creating and maintaining learning and working environments free from all forms of discrimination and prejudice.
- b) Engaging in acts of discrimination, perceived or actual conflict of interests, nepotism, preferential treatment of a candidate(s) is a violation of this Policy.

Practices in PDSB recruitment and hiring process that are contrary include but not limited to the following:

- (i) Engaging in influencing the hiring of a candidate contrary to the Conflict of Interest policy (Policy #8).
- (ii) Not declaring a conflict of interest in good faith,
- (iii) Engaging in racism, including comments, conduct, policies, practices, microaggressions etc., that results in discrimination under the Human Rights Code;
- (iv) Application of criteria that is not objective and directly related to the job description and is contrary to areas identified in this Policy; and
- (v) Harassment under EHS 4.2 - Workplace Harassment, including racial and sexual harassment which can intersect with Human Rights Policy (Policy 51).

#### 5. Roles and Responsibilities

##### 5.1 Human Resources:

- a) Oversee the entire job posting process on PDSB's Applicant Tracking System
- b) Validate and publish job listings on PDSB's Applicant Tracking System
- c) Assess recommendations for hiring and formulate offers of employment for successful candidates
- d) Regularly review and update the Hiring Practices Operating Procedure – while also ensuring compliance by Hiring Managers
- e) Ensure that the organization is compliant with legal and regulatory hiring requirements
- f) Support Hiring Managers throughout the recruitment process through training, guidance, and development of recruitment support resources

##### 5.2 Hiring Manager:

- a) Submit job postings through PDSB's Applicant Tracking System
  - b) Confirm there are no conflicts of interest during the selection process
  - c) Review applications and shortlist candidates based on job-related criteria
  - d) Interview candidates, selecting those aligning best with the job posting details
  - e) Check professional references to validate candidate qualifications
  - f) In cases of equally qualified candidates, prioritize those who self-identify as historically underrepresented
  - g) Ensure a fair and unbiased evaluation of candidates during the selection process
  - h) Implement diversity and inclusion initiatives in the hiring process
  - i) Provide timely and constructive feedback to candidates throughout the process
  - j) Conduct a thorough review of the Hiring Practices Operating Procedures and ensure compliance
- 5.3 Candidate:
- a) Provide accurate information as required in the job posting
  - b) Communicate availability, work preferences, and any accommodation needs
  - c) Participate actively and professionally in all stages of the interview process
  - d) Provide professional references and contact information as requested
  - e) Respectfully decline or accept job offers within the specified timeframe

## 6. Reference Documents

### Legislation:

- Regulation 298: Operation of Schools – General R.R.O 1990
- Ontario Human Rights Code

### Policies:

- PDSB Human Rights Policy (Policy 51)
- PDSB Equity and Inclusive Education Policy (Policy 54)
- PDSB Accessibility (Policy 76)
- PDSB Conflict of Interest (Policy 8)
- PDSB Anti-Racism Policy
- PDSB Identity-Based Data Collection Policy

### Other Documents:

- Hiring Practices Operating Procedure
- PPM 165: School Board Teacher Hiring Practices
- Collective Agreements

## 7. Revision History

Review Date	Approval Date	Description

