



PROCEDURE

HR110

Hiring Procedures

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Preamble

Encouraging diversity of the workforce in a school board is vital to enable the workforce to be reflective and representative of the community. Inequitable representation of historically disadvantaged communities in the workforce can lead to inequities in educational experiences and outcomes for excluded or marginalized staff and students.

Accountability:

1. Frequency of Reports – As needed
2. Criteria for Success – Hiring is fair, equitable and transparent

Procedures:

1. Preparation for the Hiring Process

- a) All hiring decisions will be made in accordance with this Procedure, Policy SO14 Equity and Inclusive Education, and all applicable laws, including the *Human Rights Code, Regulation 298*, Policy Program Memorandum 165, and other legislation and collective agreements.
- b) New positions or additional staff require approval from Human Resources Services and the Board, where required.
- c) Positions will be posted internally and/or advertised externally in a variety of ways and sources as appropriate. Postings are prepared by Human Resources Services and will provide instructions on the application process. As it relates to teaching positions, all qualified candidates are invited to apply including those new to the profession or those from other school boards in Ontario who wish to relocate.
- d) The hiring/selection process must be free of discrimination and reflect equity and inclusion in the recruitment and selection of qualified staff who represent diversity of our students and our region. It is important that students see themselves reflected in their curriculum, their physical surroundings, the broader environment and in the adults with whom they interact while at school.
- e) Job postings may invite applicants to provide additional experiences, skills, lived experiences, backgrounds or work experiences that they would bring to the position that will be considered. As it relates to teaching positions, the applicant's previous experiences in a particular school, their demonstrated commitment to their profession and any related to prior school or lived experiences or suitability for the position may be considered.

2. Processing of Applications

- a) The principal/supervisor, or designate, shall screen applications to ensure candidates are qualified for the position. Job related criteria must be developed and consistently applied.
- b) Screening of candidates for the interview is based on job criteria and in accordance with Policy HR9 – Conflict of Interest Related to Hiring, Selection, Promotion and Evaluation of Employees.
- c) Individuals to be interviewed will be given reasonable notice of time and location. Information concerning the make-up of the interview team will not be made available to the candidates or to the public.

3. Interview Process (Guidelines for Conducting Interviews [Appendix A])

- a) When contacting applicants to set up an interview, the principal/supervisor, or designate (e.g., vice principal, manager), must consult with each candidate regarding any necessary accommodation to enable their participation in the interview process. If the candidate indicates that they do require accommodation, the principal/supervisor, or designate, must determine the nature of that accommodation and make arrangements to provide a suitable accommodation to meet the needs of the applicant. Selected applicants must also be notified that any assessment and selection materials and processes used will be available in an accessible format upon request.
- b) The principal/supervisor, or designate, shall develop interview questions and an evaluation tool consistent with job criteria and relevant legislation such as the *Human Rights Code*. The interview questions should include some behavioural-based questions.
- c) Where possible, diverse interview teams of a minimum of three principals/supervisors, or designate, will serve on the team. If, at times of the year, three principals/supervisors, or designate, are not available, a contact with the appropriate Superintendent to obtain consent to have two principals/supervisors (or non-union supervisors) on the team is an option.
- d) The principal/supervisor, or designate, will direct the team.
- e) Each team member will be provided with a package of information consisting of resumes of candidates and the posting, preferably in advance of the interviews.
- f) The team will meet to discuss the questions and selection criteria to ensure that there is a common understanding of the process and the criteria.
- g) Each candidate shall be asked the same questions.
- h) The questions posed should be based on the job criteria and be of such a nature as to probe the candidate's actual performance and degree of success in past roles. The candidate should demonstrate specific areas of strength, lived experiences and the ability to grow professionally.
- i) Although appropriate to ask a candidate to clarify, expand on an idea, or to pursue a particular line of thinking, it is not acceptable to prompt or lead a candidate in their response. During the interview, team members should record only the factual responses of the candidates.
- j) Based on the interview, the principal/supervisor, or designate, will be responsible for developing an evaluative summary for each candidate.

The candidate will complete and sign a Reference Consent Form to authorize contacting of references. The candidate may be asked to provide references in addition to those they have provided on the Reference Consent Form.

4. Selection Process

- a) The interview team will determine the successful candidate based on an assessment of the candidate's application package, the interview content and the reference checks as soon as possible following the interviews. At least two appropriate references (one of whom should be the current/most recent supervisor) for every candidate who is recommended to be hired for a permanent position will be checked before a final recommendation is made.
- b) The principal/supervisor, or designate, is responsible for collecting all materials, including the job posting. These must be filed in a secure area as per the *Municipal Freedom of Information and Protection of Privacy Act* and Board guidelines and retained for two years from the date of the interview.
- c) Prior to offering the successful candidate the position, the principal/supervisor, or designate, must contact Human Resources Services.

- d) New employees will receive a conditional offer of employment until such time as they have submitted a Police Record Check including a vulnerable sector search that is acceptable to the Board as per HR108 Police Record Checks for Employees.
- e) The interview team chair will ensure that all documentation provided to the interview team is returned to the chair or to Human Resources at the conclusion of the process. Materials will be stored in a secure location in the Human Resources Department.
- f) In making the job offer, the principal/supervisor, or designate, must also notify the successful applicant of the Board's Procedure HR116 Workplace Accommodation and Return to Work Program for accommodating employees with disabilities.
- g) Human Resources Services will coordinate the formal sign up and orientation for successful candidates.

5. Follow Up Procedures

- a) The principal/supervisor, or designate, will notify all candidates who were interviewed of the competition results in a timely manner, preferably through personal contact.
- b) An interview debriefing may be initiated by either the principal/supervisor, or designate, or candidate.
- c) Unless otherwise required, unions will be notified of vacancies in their bargaining unit and the names of the successful candidates.

GUIDELINES FOR CONDUCTING INTERVIEWS

With the emphasis on human rights and equity and inclusion in the workplace, it is imperative that interview teams be aware of legislative requirements and the following guidelines related to the hiring staff. Every effort should be made to ensure the interview process is objective.

Some basic do's and don'ts are outlined here to assist interviewing teams charged with the responsibility of selecting Board staff.

DO

1. Where possible, have a minimum of three people involved on the interview team. This provides for more individual perspectives and a better assessment of applicants.
2. Establish questions based on job-related criteria to be asked of each candidate. This allows a better evaluation of each candidate's responses and ensures that everyone is treated equally.
3. Ensure that each candidate possesses the basic required skills/experience for the position. Where possible, diverse interview teams should be established with team members who are knowledgeable about the various positions, the needs of the Board and relevant experiences, skill sets, and the educational and professional attributes required for the position.
4. Check references after the interviews, but prior to offering the position. While this can be time consuming, reference checks, particularly with former supervisors, provide important information about the candidate's work habits and interpersonal relationships. Only those references listed by the candidate may be contacted. Additional references may be requested.
5. Contact Human Resource Services before offering any position.
6. Human rights legislation expects a "duty of accommodation" by employers, when considering a candidate. Unless the accommodation would provide "undue hardship" for the employer, some accommodation must be made. It is important to remember that although there may be no intent to discriminate, the Human Rights Commission will be concerned with the outcome of an employer's action.
7. All new employees to Grand Erie must submit a satisfactory Police Record Check including a vulnerable sector search prior to commencement of duties, as per HR108 Police Record Checks for Employees. As a result, conditional offers of employment must be made.

DO NOT

1. Make any assumptions about the type of candidate being sought for a particular position. For example, if a candidate has indicated to you that they have a disability, or if that is evident to you, do not assume that the disability will prevent the applicant from carrying out the essential duties of the position.
2. Screen applicants or ask questions during the interview relating to:
 - marital status
 - sexual identity, gender expression
 - dependents
 - plans for a family
 - ethnic origin
 - race
 - age or date of birth
 - religion
 - schools attended
 - health problems
 - or any other prohibited ground under the Ontario Human Rights Code
3. Participate on an interview team if you have a conflict of interest with any applicant (refer to HR9 Conflict of Interest Related to Hiring, Selection, Promotion and Evaluation of Employees.