



<b>ADMINISTRATIVE PROCEDURE</b>	
<i>Approval Date</i> <b>2014</b>	<i>Replacing</i> <b>All previous procedures</b>
<i>Review Date</i> <b>2019</b>	<i>Page</i> <b>1 of 17</b>
<i>Contact Person/Department</i> <b>Human Resources Administrator</b>	<i>Identification</i> <b>HR-4026</b>

## **HIRING**

### **1.0 PURPOSE**

Trillium Lakelands District School Board supports fair, equitable and transparent employment and promotion practices for all qualified employees and applicants for employment in order to attract and retain quality employees who facilitate the best possible learning environment for our students.

The Board recognizes that fair, equitable and transparent employment and promotion practices ensure the continued administrative, leadership, program delivery and support service needs of the Board.

### **2.0 REFERENCES/RELATED DOCUMENTS**

2.1 Relevant sections of Education and Employment Statutes and Regulations of Ontario include:

- a) Education Act
  - Section 170: Duties of Boards
  - Section 171: Powers of Boards
  - Section 261: Probationary Period
  - Section 262: Membership in Ontario College of Teachers
  - Section 279: Supervisory Officers and Director of Education
  
- b) Regulations under the Education Act
  - Regulation 274/12 – Hiring Practices
  - Regulation 298: Operation of Schools – General
  - Regulation 521/01 as amended by Regulation 322/03: Collection of Personal Information
  
- c) Ontario College of Teachers Act and Regulations
  - Regulation 184(2): Teacher’s Qualifications
  - Regulation 184(30-42): Additional Qualifications
  - Regulation 184(43): Principal’s Qualifications
  - Regulation 184(53): Temporary Letters of Approval
  - Regulation 184(54): Qualifications of Supervisory Officers

- d) Ontario Human Rights Code
  - Part 5: Employment
  - Part 23: Hiring
- e) Accessibility for Ontarians With Disabilities Act
- f) Municipal Conflict of Interest Act
- g) Municipal Freedom of Information and Right to Privacy Act
- h) Other Professional Colleges - Acts and Regulations

2.2 Related Board Policies and Procedures are:

- a) HR-4019/4020: Criminal Record Checks and Offence Declarations
- b) BD-2030/2031: Freedom of Information Policy and Procedure
- c) BD-2035/2036 Records Retention Policy and Procedure
- d) BD-2120/2121 Privacy Information Management Policy and Procedure

2.3 Related Collective Agreements and Terms and Conditions of Employment.

### **3.0 TERMS AND DEFINITIONS**

- 3.1 **CONFLICT OF INTEREST:** For the purpose of this Procedure, a Conflict of Interest exists where a member of the interview team or someone related to a member of the interview team may have, or be seen to have, a pecuniary interest or advantage, or who may be disadvantaged as a result of other sources of bias.
- 3.2 **CHAIR OF THE INTERVIEW TEAM:** The person responsible for ensuring that the hiring, recruitment, selection and appointment procedures are followed (see 4.6).
- 3.3 **CHAIR'S COUNCIL:** The Chair's Council is composed of the Chair, the Vice-Chair and Past-Chair of the Board of Trustees.
- 3.4 **CONSULTATION PROCESS FOR TRUSTEES:** The consultation process with Trustees referenced in paragraph 4.12.5 will involve Trustees receiving the annual placements, transfers and acting appointments in advance.
- 3.5 **H.R. OFFICER:** The individual in the Human Resources Department responsible for staffing of the job classification.

- 3.6 **PRINCIPAL PROFILE:** The Principal Profile is a document, developed and/or reviewed by the School Council, on an annual basis. It describes the administrator who would best suit the identified needs of the school submitting the Principal Profile.
- 3.7 **SHORT-LISTING TEAM:** Members of the Interview Team and others as determined by the H.R. Administrator (where applicable).
- 3.8 **SHORT-LISTING:** The choosing of candidates for interviewing.
- 3.9 **HIRING POOL:** A pool of selected individuals for Principal and Vice-Principal positions.

#### **4.0 ADMINISTRATIVE PROCEDURE**

- 4.1 The Human Resources Department is responsible for the administration of the Hiring Procedure.
- 4.2 The procedures for the hiring and promotion of all staff will be based on the following principles:
  - a) The procedures will ensure that the best candidates for the job are selected based on qualifications, merit, and demonstrated ability, skill, knowledge and experience.
  - b) The procedures will recognize and value diversity of culture and diversity in background and experience of all qualified candidates.
  - c) The selection committee will ensure that the hiring procedure is professional, based on objective criteria, and well-documented.
  - d) The procedure will ensure that no person shall participate in the hiring process where there is a conflict of interest.
  - e) The selection procedure and selection criteria will be consistently applied by each interview team.
  - f) The procedure will be timely and efficient, while not compromising the quality of the results.
  - g) The procedure will be in accordance with applicable statutes and the Collective Agreements/Terms and Conditions of Employment for the various employee groups.
- 4.3 **THE POSTING PROCESS**
  - 4.3.1 New job classifications or where the complement of an existing classification is to be increased requires approval from Director's Council prior to posting.

- 4.3.2 The Human Resources Administrator, in consultation with Director's Council, shall be responsible for the placement of new positions into the appropriate employee group/union.
- 4.3.3 The Director's Council may initiate:
- a posting seeking interested candidates for school Administrative positions;
  - a Hiring Pool.
- 4.3.4 The Supervisor/Principal, in consultation with the Senior Manager of Human Resources will develop a job description for new positions not covered by the collective agreement/terms of employment for approval by the appropriate Superintendent prior to posting.
- 4.3.5 The salary for a new position will be determined by the Human Resources Administrator using the appropriate job evaluation tool, and in accordance with the appropriate collective agreement/terms of employment.
- 4.3.6 Postings for existing positions must be consistent with the requirements of the applicable collective agreement/terms of employment.
- 4.3.7 The Human Resources Department will prepare an internal job posting. The position will be posted electronically as per the requirements of the pertinent collective agreement on the Board email system and/or on the Board website, as applicable.
- a) Human Resources may initiate an external search in conjunction with the internal posting. Human Resources will compile and place any required external advertisements and coordinate any external sources of recruitment.
  - b) Human Resources may initiate an external search for candidates to be included in a pool to be considered for hiring if there are vacant positions.
  - c) The Director can appoint candidates from the Hiring Pool to an administrative position. Inclusion in the pool, however, is not a promise or a guarantee of employment by Trillium Lakelands D.S.B.
  - d) External union postings shall not be initiated until laid off employees from the respective bargaining unit have been given an opportunity for employment, provided the employee is qualified and immediately available.

4.3.8 Postings for vacant positions shall include:

- a) the number of the competition;
- b) the title of the position;
- c) a summary of the duties;
- d) qualifications, skills, experience and education requirements;
- e) the closing date of the competition;
- f) the title of the person to whom application is to be forwarded;
- g) a request for a covering letter and resume;
- h) requirements outlined in the applicable collective agreement.

4.3.9 A copy of all postings for a position covered by a collective agreement will be sent to the applicable Local Union President.

#### 4.4 THE APPLICATION PROCESS

4.4.1 Internal applicants shall provide a covering letter indicating the position to which they are applying, a complete resume (where required) and a copy of their most recent performance appraisal. Current and past supervisors will be contacted for references.

4.4.2 External applicants shall provide a covering letter and a complete resume, including complete information about experience, training, employment history, past supervisors, reasons for leaving past employment, dates, places and addresses of prior employers and three references that are work related and include their current and past supervisor(s).

4.4.3 External applicants to be interviewed shall be required to sign a form which includes a notation that provision of deliberately misleading information will constitute just cause for dismissal. The form shall also include the applicant's consent to verify the information provided and the notice of requirement for a criminal reference check. Interviewees may be asked to provide a copy of their most recent performance appraisal.

4.4.4 No applicants shall be interviewed prior to the closing date for applications.

#### 4.5 THE SHORT LISTING PROCESS

4.5.1 Members of the short-listing team shall have a clear understanding of the vacant position and the essential occupational requirements of the position.

- 4.5.2 Members of the short-listing team shall declare all potential conflicts of interest to the Human Resources Administrator prior to the short-listing process.
- 4.5.3 The short-listing of internal candidates shall follow the applicable clauses of the appropriate collective agreement.
- 4.5.4 The short-listing team, in conjunction with the interview team, shall determine the list of candidates to be interviewed, taking into account the following factors:
- a) the qualifications, education, training and certification requirements for the position;
  - b) the skills, abilities, and knowledge of the applicant and the requirements for the position;
  - c) transferable skills, abilities and knowledge through experience in previous or other positions;
  - d) volunteer experience and outside activities where relevant skills, abilities and knowledge have been developed;
  - e) the requirements of applicable collective agreements;
  - f) the requirements of applicable legislation and regulations.
- 4.5.5 The Chair of the interview team shall arrange for the short-listed candidates to be contacted.
- 4.5.6 Applicants to be interviewed will be given reasonable notice of the time, location and format of the interviews. A minimum of twenty-four hours' notice will be provided where required by a collective agreement.

#### 4.6 THE COMPOSITION OF INTERVIEW TEAMS

- 4.6.1 The Human Resources Department is responsible for the interview process and the Human Resources Administrator is an ex officio member of all interview teams, if necessary, except where the Board deems his/her presence is not required.
- 4.6.2 When interviewers with the required background, knowledge and expertise are not available, the chair of the interview team shall seek the assistance of the Human Resources Department to locate suitable interviewers.

- 4.6.3 Members of the interview team shall declare a conflict of interest to the Human Resources Administrator prior to the interview process.
- 4.6.4 The interview team shall consist of a minimum of two people.
- 4.6.5 Where Trustee participation on the interview team is required, the designation(s) of a Trustee to the team shall be made by the Chair's Council.
- 4.6.6 The composition of the interview team for academic and support staff may include the following individuals at a minimum:

Position	Interview team to consist of a minimum of <b>(Bold denotes Chair of interview team)</b> :
<b>ACADEMIC STAFF</b>	
Secondary Teachers (Permanent, LTO)	<b>Principal</b> and Vice-Principal (where applicable) and/or other administrator
Elementary Teachers (Permanent, LTO)	<b>Principal</b> and Vice-Principal (where applicable) and/or other Administration
LTO List	<b>Superintendent of Elementary and Secondary Operations and Principals</b>
Short Term Occasional	Principal and Vice-Principal (where applicable) and/or other Administration
Designated Early Childhood Educators (DECE)	<b>Principal</b> and Vice-Principal (where applicable) and/or other Administration
Department Heads	<b>Principal</b> and Vice-Principal
Consultants and Coordinators	<b>Superintendent</b> and/or Supervising Principal according to function and a representative Principal
Vice-Principals	<b>Director</b> , Superintendents and a Trustee, and may include a Principal
Principals	<b>Director</b> , Superintendents and a Trustee
District Principals	<b>Director, Superintendents and a Trustee</b>
Superintendent	Chair's Council, <b>Director</b> and any others deemed appropriate by the Director
Director	All Trustees ( <b>Board Chairperson</b> )
<b>SUPPORT STAFF</b>	
Custodians	Principal, <b>Area Plant Operations Supervisor</b> , HR Officer
Part-time Custodians	<b>Area Plant Operations Supervisor</b> , HR Officer
Custodians – Supply	<b>Area Plant Operations Supervisor</b> , HR Officer
Maintenance	<b>Maintenance Supervisor</b> and HR Officer
Office, Clerical and Technical Staff	<b>Immediate Supervisor</b> and/or Principal, HR Officer
Office, Clerical and Technical – Supply	<b>HR Officer</b> , Principal or Vice-Principal representation/immediate supervisor
Educational Assistants	<b>Principal representative</b> (if external), Principal of Special Education, HR Officer
Educational Assistants – Supply	<b>HR Officer</b> , Supervising Principal of Program or designate
PSSP	<b>Supervisor</b> and a representative Principal
Middle Management	<b>Supervisor</b> and appropriate Senior Manager or Superintendent

#### 4.7 THE INTERVIEW PROCESS

- 4.7.1 The Chair of the interview team shall be responsible for ensuring that fair employment practices are followed in each interview.
- 4.7.2 The Chair of the interview team shall arrange for each member of the interview team to be provided with the same package of information in advance, consisting of the posting and, for each candidate, the application package.
- 4.7.3 The interview team shall, prior to the interview, establish common questions and tasks for each candidate, based upon the recruitment and selection criteria.
- 4.7.4 The interview team may ask a candidate to clarify, expand on an idea, or to pursue a particular line of thinking without prompting or leading a candidate in a response.
- 4.7.5 Questions and tasks shall:
- a) probe the skills, abilities, knowledge and education of the candidate;
  - b) probe performance and success of the candidate in previous roles;
  - c) provide the candidate the opportunity to demonstrate specific areas of strength required in the position;
  - d) provide the candidate with the opportunity to demonstrate additional skills, abilities and knowledge relevant to the position;
  - e) provide the candidate with the opportunity to demonstrate leadership and the ability to grow professionally;
  - f) probe reasons for changing employment, in addition to employment history, dates, places and addresses of prior employers;
  - g) provide the candidate with the opportunity to share additional information and make further comments.

#### 4.8 THE TESTING AND/OR COLLECTING OF EVIDENCE

- 4.8.1 All tests shall evaluate only the essential occupational requirements of the position.



- 4.8.2 All tests shall be administered in accordance with the *Ontario Human Rights Code*.
- 4.8.3 Candidates may be requested to provide a professional portfolio or other professional documentation as evidence of skills and ability to perform the job.
- 4.8.4 For support staff positions, testing for external applicants or internal applicants vying for promotion may be administered by the HR Officer – Support Staff.

#### 4.9 THE ASSESSMENT OF CANDIDATES

All candidates shall be judged on their skills, abilities, knowledge, education and their potential as well as the requirements of the applicable collective agreement.

#### 4.10 THE CHECKING OF REFERENCES

- 4.10.1 The Chair (or designate) of the interview team shall contact and document a minimum of three references, including the current and immediately past supervisor, if applicable, for the preferred candidate and use the Reference Check Form Appendix A and Reference Check Form for Teachers Appendix B.
- 4.10.2 In the case of prospective teachers, the Chair of the interview team shall request copies of the most recent Teacher Performance Appraisals from the previous district school board.
- 4.10.3 In the case of internal candidates, past performance reviews shall be referenced and current supervisors will be asked for a reference.

#### 4.11 THE HIRING OF ALL CUPE, ETFO, OSSTF, PSSP, MIDDLE MANAGEMENT AND SENIOR MANAGER POSITIONS

- 4.11.1 With the exception of teacher and PSSP candidates, the Chair of the interview team will make a recommendation to the appropriate H.R. Officer regarding the preferred candidate to hire.
- 4.11.2 With the exception of teacher and PSSP candidates, upon receipt and review of the required documentation, the appropriate H.R. Officer will authorize the hire and the Chair of the interview team shall be advised that a job offer can be made to the prospective candidate.
- 4.11.3 For Teacher and PSSP candidates, the “Interview Record for Hire Form – Teachers and PSSP” and a minimum of three reference checks shall be completed by the Chair of the interview team.

- 4.11.4 The Chair of the interview team, as the hiring agent of the Board, shall contact the approved candidate, offer the position and then confirm acceptance (or decline of the offer) to the appropriate H.R. Officer. The names of the successful candidates will be presented to the Board for information.
- 4.11.5 In the event a job offer is declined, the Chair of the interview team shall offer the position to the next preferred candidate or recommend to the Human Resources Administrator that a new hiring process be implemented.
- 4.11.6 Following confirmation of acceptance, the Chair of the interview team shall ensure that the unsuccessful candidate(s) who were interviewed are informed.
- 4.11.7 The Chair of the interview team shall arrange for unsuccessful internal candidates to be debriefed, if requested.
- 4.11.8 The Chair of the interview team shall arrange for the original cover letter, resume, interview consent form and reference check form of the successful candidate to be forwarded to the Human Resources Department for inclusion in the personnel file and copies of such shall be retained in the workplace file.

#### 4.12 THE HIRING OF ALL PRINCIPALS AND VICE PRINCIPALS

- 4.12.1 After consultation with Trustees, Principals and Vice-Principals will be appointed to a Hiring Pool with the approval of the Board of Trustees for a maximum of eighteen (18) months or as renewed for an additional period of time not to exceed the maximum.
- 4.12.2 After consideration of school needs, including the Principal Profile, the Director will administratively place Vice-Principals from the Vice-Principal Hiring Pool and Principals from the Principal Hiring Pool. These administrative placements will be received for information by Trustees.
- 4.12.3 Transfers from one Vice-Principal position to another Vice-Principal position and from one Principal position to another Principal position will be made by the Director. Transfers will be received for information by Trustees.
- 4.12.4 In the circumstance of an acting position, the Director will make the appointment. This appointment will be received for information by Trustees.

4.12.5 A meeting will be held with Trustees to clarify rationale in support of the annual placement, transfer and acting appointments of Principals and Vice-Principals for the following school year prior to notification of Principals and Vice-Principals and prior to being received for information by the Board of Trustees.

#### 4.13 THE HIRING OF SUPERINTENDENTS

4.13.1 The Director and, at a minimum, the Chair's Council, will interview short-listed candidates.

4.13.2 The interview team will recommend to the Board the successful candidate(s) for Superintendent positions.

4.13.3 The Board will approve new appointments to Superintendent positions.

#### 4.14 THE HIRING OF A DIRECTOR

The Trustees shall determine a process for hiring a Director of Education.

#### 4.15 THE COMPLETION OF THE PRE-EMPLOYMENT REQUIREMENTS

4.15.1 No prospective employee may begin working in the assignment until the documentation in the Human Resources Department is completed.

4.15.2 Prospective employees shall be required, prior to beginning work in the assignment, to provide the following documentation:

- a) a satisfactory criminal reference check, current within six months (Human Resources may accept an Offence Declaration Affidavit as per section 4.1.3b of HR-4020 Criminal Record Checks and Offence Declarations);
- b) a satisfactory medical examination;
- c) official copies of diplomas, degrees or other qualifications, if applicable;
- d) confirmation of qualifications and membership in good standing in a Professional College, if applicable.

4.15.3 The prospective employee shall be responsible for all pre-employment screening costs.

4.15.4 The prospective employee's covering letter, resume, qualifications, interview consent form and reference check form shall be placed in the personnel file in the Human Resources Department.

4.15.5 The prospective employee shall complete all documentation required for payroll and benefit purposes with the Human Resources Department, which shall then inform the Payroll Department.

4.15.6 All successful candidates shall be informed by the Human Resources Department of a requirement to complete a probationary period as set out in the respective collective agreement and/or terms and conditions of employment.

#### 4.16 THE RETENTION OF RECORDS

4.16.1 A file of documents for each posting shall be retained for a period of one year by the Chair of the interview team.

4.16.2 Each posting file shall contain the following records:

- a) a copy of the posting;
- b) copies of all replies to postings, including all resumés;
- c) notes on screening (if not all applicants were interviewed);
- d) a listing of interview questions;
- e) interview team notes;
- f) reference check forms;
- g) interview record and recommendation for hire, if applicable;
- h) any other information used to aid in the hiring process;
- i) copies of all correspondence sent to the candidates related to the posting.

4.16.3 Information contained in the posting file may be viewed by the hiring Manager/Principal and his or her supervisor. The Human Resources Administrator also has access to these files.

4.16.4 Files shall be kept in a confidential location to maintain the Board's obligation under the Protection of Privacy and Freedom of Information Act. After the retention period of one year has lapsed as per the Records Retention Procedure, files shall be shredded.

4.16.5 Access to posting files shall be in accordance with the Freedom of Information and Right to Privacy Act.

## 5.0 APPENDICES

5.1 Appendix A - Reference Check Form

5.2 Appendix B - Reference Check Form for Teachers



**REFERENCE CHECK FORM**

<b>Posting/Position Applied For:</b>	
<b>Applicant's Name:</b>	
<b>Reference:</b>	Name: Title:
<b>Who called the reference:</b>	
<b>QUESTIONS</b>	<b>RESPONSES</b>
How long have you known the applicant?	
Applicant states he/she was employed by you from _____ to _____. Do you agree?	
In what capacity were you associated with the candidate?	
What position was held? (grades taught, duties included, etc.)	
How would you rate the candidate in comparison to most others you have known on the following criteria:	
▪ work ethic	
▪ quality of work	
▪ technical skills	
▪ verbal communication	

▪ writing skills	
▪ teamwork	
How would you rate the candidate in comparison to most others you have known on the following criteria: <b>(continued)</b>	
▪ ability to relate to others	
▪ conflict management	
▪ receptivity to feedback	
▪ trustworthiness	
▪ initiative	
▪ reliability and dependability	
▪ adaptability to change	
▪ ability to deal with job stress	
▪ attendance and punctuality	
What would you consider to be the candidate's most positive attributes and strengths?	
What do you consider to be the areas of growth for this candidate?	
What type of work environment does the candidate require to excel?	
As a school board who may potentially hire this candidate, are you aware of anything about the candidate's character that would concern us?	
Why did he/she leave your employ?	
Given the opportunity, would you rehire this candidate?	
Overall, how would you rate this candidate – excellent, good, satisfactory or poor?	



**REFERENCE CHECK FORM FOR TEACHERS**

<b>Posting/Position Applied For:</b>			
<b>Applicant's Name:</b>			
<b>Reference:</b>	Name: Title:		
<b>Who called the reference:</b>			
<b>QUESTIONS</b>	<b>RESPONSES</b>		
How long have you known the applicant?			
Applicant states he/she was employed by you from _____ to _____. Do you agree?			
In what capacity were you associated with the candidate?			
What position was held? (grades taught, duties included, etc.)			
How would you rate the candidate in comparison to most others you have known on the following criteria: <b>(1 being the lowest and 5 being the highest)</b>			
Criteria	Reference's Rating	Question to Reference	Reference's Example
▪ work ethic	1   2   3   4   5	When workload or demands are in excess of norm (not just a routinely busy time), how was their performance and attendance	

		affected? Please describe their overall performance – such things as accuracy, completeness and timeliness of assigned duties.	
▪ quality of programming	1 2 3 4 5	Please describe the candidate's ability to differentiate instructional practice. Can you provide an example? How would you describe the candidate's subject/curriculum/content knowledge?	
▪ technical skills	1 2 3 4 5	Please describe the candidate's ability to use technology.	
▪ verbal communication	1 2 3 4 5	Does the candidate effectively communicate with students and parents? Can you provide an example?	
▪ writing skills	1 2 3 4 5	See above	
▪ teamwork	1 2 3 4 5	Can you provide an example of when the candidate worked collaboratively with other staff?	

How would you rate the candidate in comparison to most others you have known on the following criteria? Please provide an example:  
**(1 being the lowest and 5 being the highest)**

Criteria	Reference's Rating	Reference's Response
▪ ability to relate to others	1 2 3 4 5	
▪ receptivity to feedback and adaptability to change	1 2 3 4 5	
▪ trustworthiness	1 2 3 4 5	
▪ initiative and commitment to task	1 2 3 4 5	
▪ trustworthiness, reliability and dependability	1 2 3 4 5	



<ul style="list-style-type: none"> <li>▪ ability to deal with job stress and conflict management</li> </ul>	<p style="text-align: center;">1   2   3   4   5</p>	
<ul style="list-style-type: none"> <li>▪ attendance and punctuality</li> </ul>	<p style="text-align: center;">1   2   3   4   5</p>	
<p style="text-align: center;">Questions</p>	<p style="text-align: center;">Reference's Response</p>	
<p>What would you consider to be the candidate's most positive attributes and strengths in moving student achievement forward? What proof can you cite?</p>		
<p>What do you consider to be the areas of professional development for this candidate? Please provide specific examples.</p>		
<p>Is this person able to work as part of a collaborative team? What leadership skills has the candidate demonstrated?</p>		
<p>As a school board who may potentially hire this candidate, are you aware of anything about the candidate that would concern us? Do you have any general comments to add regarding the candidate's skills and abilities related to the position?</p>		
<p>Why did he/she leave your employ?</p>		
<p>Given the opportunity, would you rehire this candidate? Would you hire this person again?</p>		
<p>Overall, how would you rate this candidate out of 5, with 5 as the highest score? (reference Board Improvement Plan for specific areas of focus.)</p>	<p style="text-align: center;">1   2   3   4   5</p>	