



ADMINISTRATIVE PROCEDURE	
<i>Approval Date</i> 2019	<i>Replacing</i> All previous procedures
<i>Review Date</i> 2024	<i>Page</i> 1 of 10
<i>Contact Person/Department</i> Superintendent of Employee Services	<i>Identification</i> HR-4026

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 176/10 Teachers’ Qualifications
- d) Ontario Human Rights Code
 - Part 1, Section 5: Employment
 - Part 2, Section 23: Employment
- 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 and Protection of Privacy Policy and Procedure

c) BD-2035/2036 Records Retention Policy and Procedure

d) BD-2120/2121 Privacy Information Management (PIM) Policy and Procedure

2.3 Related collective agreements and terms and conditions of employment.

3.0 TERMS AND DEFINITIONS

3.1 **CONFLICT OF INTEREST:** 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.

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 **EMPLOYEE SERVICES (E.S.) OFFICER:** The individual in the Employee Services Department responsible for staffing of the employee group.

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 qualities of an administrator who would best suit the identified needs of the school.

3.7 **SHORT-LISTING TEAM:** Members of the Interview Team and/or others as determined by Administration.

3.8 **SHORT-LISTING:** The process of selecting candidates to be interviewed.

3.9 **HIRING POOL:** A pool of individuals selected for Principal and Vice-Principal positions.

4.0 ADMINISTRATIVE PROCEDURE

4.1 The Employee Services 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, 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 or perceived pecuniary interest or advantage.
 - 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 POSTING PROCESS

- 4.3.1 New job classifications or increases in the complement of an existing classification require approval from Director's Council prior to posting.
- 4.3.2 The Superintendent of Employee Services, 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 Supervisor/Principal, in consultation with the Senior Manager of Employee Services will develop a job description for new positions not covered by the collective agreement/terms and conditions of employment for approval by the appropriate Superintendent prior to posting.
- 4.3.4 The salary for a new position will be determined by the Superintendent of Employee Services (or designate) using a job evaluation tool in accordance with the appropriate collective agreement/terms and conditions of employment.
- 4.3.5 The Employee Services Department will prepare a job posting. Employee Services may initiate an external search in conjunction with the internal posting. Employee Services will place any required external advertisements and coordinate any external recruitment efforts.

4.3.6 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 applications are to be forwarded;
- g) a request for applicable documents (i.e.: cover letter, resume, certificates);
- h) any additional requirements outlined in the applicable collective agreement and/or legislation.

4.3.7 A copy of postings for positions covered by a collective agreement will be sent to the appropriate Local Union President.

4.4 APPLICATION PROCESS

4.4.1 Applicants shall provide the requested documentation as outlined on the posting for the position to which they are applying.

4.4.2 External applicants selected for an interview shall be required to sign an Interview Consent form which includes a notation that provision of deliberately misleading information will constitute just cause for dismissal.

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

4.5 SHORT-LISTING PROCESS

4.5.1 Members of the short-listing team shall have a clear understanding of the posted 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 Superintendent of Employee Services. The Superintendent of Employee Services will deal appropriately with any declared conflicts of interest.

4.5.3 The short-listing 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) volunteer experience and outside activities where relevant skills, abilities and knowledge have been developed;
- d) the requirements of applicable collective agreements;

e) the requirements of applicable legislation and regulations.

4.5.4 The Chair of the interview team shall arrange for the short-listed candidates to be contacted for interviews.

4.5.5 Applicants selected for an interview will be given reasonable notice of the time, location and format of the interview. A minimum of twenty-four hours' notice will be provided where required by a collective agreement.

4.6 COMPOSITION OF INTERVIEW TEAMS

4.6.1 The Employee Services Department oversees the interview process and the Superintendent of Employee Services is an ex-officio member of all interview teams as 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 Employee Services Department to locate suitable interviewers.

4.6.3 Members of the interview team shall declare a conflict of interest to the Superintendent of Employee Services prior to the interview process. The Superintendent of Employee Services will deal appropriately with any declared conflicts of interest.

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:

Position	Interview team to consist of :
ACADEMIC STAFF	
Secondary Teachers (Permanent, LTO)	Two Administrators
Elementary Teachers (Permanent, LTO)	Two Administrators
LTO List	Two Administrators
Short Term Occasional	Two Administrators
Designated Early Childhood Educators (DECE)	Two Administrators
Department Heads	Two Administrators
Consultants and Coordinators	Superintendents and/or Administrators
Principals and Vice-Principals	A team made up of Senior Administration and a Trustee
District Principals	A team made up of Senior Administration and a Trustee
Superintendent	Chair's Council, Director and any others deemed appropriate by the Director
Director	All Trustees

SUPPORT STAFF	
Custodians	Two Custodial Supervisors
Part-time Custodians	Two Custodial Supervisors
Custodians – Supply	Two Custodial Supervisors
Maintenance	Two Maintenance Supervisors
Office, Clerical and Technical Staff	Supervisor and/or Administrator, E.S. Officer
Office, Clerical and Technical – Supply	Supervisor and/or Administrator, E.S. Officer
Educational Assistants	Two Administrators
Educational Assistants – Supply	Administrator and E.S. Officer
PSSP	Supervisor and appropriate member of Administration
Middle Management	Supervisor and appropriate member of Administration

4.7 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 testing (if applicable) for each candidate, based upon the recruitment and selection criteria.
- 4.7.4 The interview shall:
- a) determine the skills, abilities, knowledge and education of the candidate;
 - b) determine performance and success of the candidate in previous roles;
 - c) provide the candidate the opportunity to demonstrate specific areas of strength required for 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 professional growth and leadership;
 - f) provide the candidate with the opportunity to share additional information;
 - g) give the applicant the opportunity to provide references.

4.8 TESTING AND/OR COLLECTING OF EVIDENCE

- 4.8.1 Any employment testing conducted during the interview process will be compliant with applicable legislation (i.e. Ontario Human Rights Code) and will ensure a fair and equitable selection process.
- 4.8.2 Candidates may be requested to provide a professional portfolio or other professional documentation as evidence of skills and ability to perform the job.
- 4.8.3 For support staff positions, testing for applicants may be administered by the E.S. Officer – Support Staff.

4.9 ASSESSMENT OF CANDIDATES

All candidates shall be evaluated on their skills, abilities, knowledge, education as well as any other requirements outlined in the applicable collective agreement.

4.10 CHECKING OF REFERENCES

- 4.10.1 The Chair (or designate) of the interview team shall contact and document a minimum of two work-related references, including the current supervisor (if applicable) and past supervisor(s) for the preferred candidate and use the appropriate Reference Check Form available from the Employee Services Department.
- 4.10.2 In the case of prospective teachers, the Chair of the interview team may request the candidate provide a copy of their most recent Teacher Performance Appraisal.

4.11 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 E.S. 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 E.S. 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 shall be completed by the Chair of the interview team.
- 4.11.4 The Chair of the interview team, shall contact the successful candidate, offer the position and then confirm acceptance (or decline of the offer) to the appropriate E.S. Officer. The names of the successful candidates will be presented to the Board for information.

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- 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 Superintendent of Employee Services (or designate) that a new posting be initiated.
- 4.11.6 Following the successful candidate's 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 successful candidate's application documents, interview consent form and reference check forms to be forwarded to the appropriate E.S. Officer for inclusion in the personnel file and copies of such shall be retained in the workplace file.

4.12 HIRING OF ALL PRINCIPALS AND VICE PRINCIPALS

4.12.1 Director's Council may initiate:

- a posting seeking interested candidates for school administrative positions;
- a hiring pool.

The Director may 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 District School Board.

- 4.12.2 After consultation with Trustees, Principals and Vice-Principals will be appointed to a hiring pool with the approval of the Board for a maximum of twenty-four (24) months. After the twenty-four (24) month period, the candidate may reapply.
- 4.12.3 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.
- 4.12.4 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.
- 4.12.5 In the case of an acting position, the Director will make the appointment. This appointment will be received for information by Trustees.
- 4.12.6 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 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 HIRING OF A DIRECTOR OF EDUCATION

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

4.15 COMPLETION OF THE PRE-EMPLOYMENT REQUIREMENTS

- 4.15.1 No prospective employee may begin working in the assignment until the documentation in the Employee Services 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;
 - b) a satisfactory medical assessment (if applicable);
 - c) official copies of diplomas, degrees and/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 shall complete and return all required documentation for payroll and benefit purposes to the Employee Services Department. In addition, they will complete all required on-line training.
- 4.15.5 Successful candidates may be required to complete a probationary period as set out in the respective collective agreement and/or terms and conditions of employment.

4.16 RETENTION OF RECORDS

- 4.16.1 A file of documents for each job 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 job posting;
- b) copies of all replies to job postings, including all résumés;
- c) notes on short-listing (if not all applicants were interviewed);
- d) a record of the 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 job posting.

4.16.3 Information contained in the posting file may be viewed by the hiring Administrator/Supervisor and their supervisor. The Superintendent of Employee Services (or designate) may also access 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 or deleted.

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