



Administrative Procedures Memorandum

#: APO028

Fair and Equitable Hiring and Promotions Policy

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Memo To: All Staff
From: Director of Education

ACCESSIBILITY:

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PURPOSE:

To remove any barriers in the selection and recruitment process that may unduly disadvantage any group and to establish a workforce that reflects and understands the community it serves.

REFERENCES:

- Ontario Human Rights Code RSO 1990
- Ministry of Education – Education Equity Action Plan
- APS 024 Employee Workplace Harassment/Discrimination Prevention Policy
- APS043 Conflict of Interest, Nepotism and Cronyism Hiring/Supervision,
- APC 037 Equity and Inclusive Education Policy
- IV 005 Hiring and Promotions
- Staffing Operating Guidelines.

FORMS:

- N/A

REPORTS:

- N/A

APPENDICES:

- N/A

COMMENTS AND GUIDELINES:

Introduction

Women, First Nations, Metis, Inuit, members of visible minorities and people with disabilities have historically been subject to discrimination in our society. The intent of this Policy is to remove any barriers in the selection and recruitment process that may unduly disadvantage these groups and to establish a workforce that reflects and understands the community it serves. The Waterloo Catholic District School Board (the "Board") commits to gaining the best possible recruitment outcomes with processes that are fair and equitable. The Board supports the recruitment and selection of new employees and promotions based solely on the ability of the candidates to perform the job. The best possible recruitment outcomes are only possible where no candidates are advantaged or disadvantaged because they are from a specific group. Each individual candidate must have the same open, unhindered and unbiased access to employment and promotion opportunities.

This Policy does not supersede, and must be read in concert with, all collective agreements and terms of employment, APS 024 Employee Workplace Harassment/Discrimination Prevention Policy and APS043 Conflict of Interest, Nepotism and Cronyism Hiring/Supervision, APC 037 Equity and Inclusive Education Policy, IV 005 Hiring and Promotions and the Staffing Operating Guidelines.

Commitment to Equity

The Waterloo Catholic District School Board is welcoming of employees from diverse communities, backgrounds and identities and encourages applications from qualified members of these groups.

Equity in Recruitment and Selection

Equity in recruitment and selection means ensuring the hiring process is fair and equitable so the abilities of each candidate are the only criteria upon which a hiring or promotion decision is made. Equity involves hiring or promoting the candidate with the best ability to perform the job while ensuring that the selection processes for each position are fair and equitable for all persons. Moreover, equity means that candidates are not advantaged or disadvantaged whether an individual is from a group historically subject to discrimination or not.

Job Content

The first step in the recruitment and selection process is to determine the job content of the position being recruited for. The job content includes the general tasks, functions, responsibilities and reporting relationships of a position. The job content is to be determined by the hiring manager.

Selection Criteria

The selection criteria include the qualifications, designations, competencies, experience, skills, knowledge and abilities necessary to perform the job content. The selection criteria must directly reflect the job content of the position being recruited for. Selection criteria that is not reasonably linked to the job content cannot be included.

Selection criteria cannot be related to any of the prohibited grounds identified in Section 5(1) of the *Ontario Human Rights Code, 1990*:

- race
- ancestry
- place of origin
- colour
- ethnic origin
- citizenship

- creed
- sex
- sexual orientation
- gender identity
- gender expression
- age
- record of offences
- marital status
- family status
- disability.

An exception occurs where a position requires evidence of Catholicity as permitted by section 19 of the Ontario Human Rights Code, the Constitution Act, 1867 and the Education Act and in accordance with IV 005 Hiring and Promotions. Other exceptions may occur due to bona fide job requirements. All exceptions must be approved by the Superintendent of Human Resource Services or designate.

Selection criteria that is unreasonably high, unnecessary, not directly related to the job content and/or based on a prohibited ground identified in the Ontario Human Rights Code will unfairly result in barriers that exclude job applicants.

Selection Criteria may include:

1. Minimum requirements: those qualifications, designations, competencies, experience, skills, knowledge and abilities reasonably required to perform the current job content of a position. A candidate must possess these criteria in order to successfully perform the job content.
2. Desirable assets: those qualifications, designations, competencies, experience, skills, knowledge and abilities that are known to enhance the performance of the job content of the employee. Desirable assets must be reasonable directly related to the job content of a position.

Equivalencies for minimum requirements or desirable assets must be determined prior to the development of a job posting. Examples of equivalencies include a type of work experience that is reasonably equivalent to an educational requirement, or vice versa. Equivalencies must be determined by the hiring manager and approved by Human Resource Services.

Questions for administrators and hiring managers to consider when determining minimum requirements, desirable assets and equivalencies:

- What minimum level of education required for the position? Can an employee successfully perform the job content without the minimum level of education?
- Is a professional designation required for the position? Is the professional designation required by law, regulation or by a professional, self-regulated college? Can the job content be performed without the professional designation?
- What type of experience is required for an employee to successfully perform the job content? Is the nature or length of experience more important? Can the required necessary experience be quantified?

Requirements for Job Postings

All job postings must follow the Job Posting Template.

Each job posting must include the Board's Commitment to Equity: The Board is welcoming of employees from diverse communities, backgrounds and identities and encourages applications from qualified members of these groups.

The job posting must directly reflect the current job content. If equivalencies for any minimum requirements or desirable assets have been determined, the job posting must indicate the equivalencies.

The job posting must indicate what information candidates are required to provide in order to apply to the position.

The job posting will invite candidates to self-identify if they are First Nations, Metis, Inuit, members of a visible minority group or a person with disabilities.

All job postings must comply with the Accessibility for Ontarians with Disabilities Act and invite candidates to indicate accommodations needed for the selection process.

Requirements for Pre-screening

All pre-screening must be completed in accordance with the pre-set selection criteria and be documented in order to verify why a candidate was or was not selected for further assessment.

Pre-screening will be performed by Human Resources Services with assistance from the hiring manager as needed.

Requirements for Candidate Assessments (e.g. interviews, testing)

The reasons for the selection of candidates must be objective, documented and explainable.

Each assessment must be documented (e.g. interview notes, reference checks, etc.).

Each assessment must be measurable and scored independently by all staff conducting the assessment.

All interviews for openings that are not part of an employee group's transfer process must be conducted by at least two staff members

All assessments must directly reflect the job content and selection criteria. The relative value of each assessment must be noted internally prior to the selection process. That is, if a case-study or in-box exercise is of greater value than an interview, it must be noted to the selection team prior the selection process.

Assessments cannot require a candidate to provide information related to any of the prohibited groups indicated in Section 5(1) of the Ontario Human Rights Code (listed above). An exception occurs when the position requires evidence of Catholicity or where there is a bona fide job requirement. All exceptions must be approved by the Superintendent of Human Resource Services or designate.

Candidate assessments and their relative value are to be developed by the hiring administrator or manager and approved by Human Resource Services.

Questions for hiring administrators or managers to determine the appropriate assessment methods and criteria:

- What evidence will identify candidates who possess the selection criteria for the position?
- Is the evidence measurable?
- What assessment methods can measure the evidence?
- Are the assessments directly related to the job content?
- What selection criteria does each assessment measure?
- Will these assessments identify the most qualified and best-suited candidates according to the selection criteria?

File Retention

All files for the posting that are not part of an employee group's transfer process must be retained for a minimum of five years.