KAWARTHA PINE RIDGE DISTRICT SCHOOL BOARD

ADMINISTRATIVE REGULATION

Regulation Name: Recruitment, Hiring and Employment **Regulation Code: HR-1.0.1**
Section: Human Resources **Policy Code Reference: HR-1.0**

Established: May 21, 2024
Revised or
Reviewed:

This administrative regulation supports Board Policy HR-1.0, Careers, and addresses the following subject areas:

Appointment to Positions Except Senior Administration
Advertisement of Vacancies
Police Record Checks
Medical Information Required for Employment
Term, Acting and Temporary Appointments
Employment of Occasional Teachers
Employment of Former Employees
Conflict of Interest
Teacher Hiring Practice
Performance Appraisal
Staff Development
Retirement

1. OBJECTIVE

The goal of this administrative regulation is to ensure the principles of fairness and equity are reinforced and cultured throughout all recruitment and selection processes.

Fair and equitable selection processes shall be used to identify and select the best candidate. Such processes shall be developed in compliance with the requirements of the Ontario Human Rights Code and Accessibility for Ontarians with Disabilities Act.

Recruitment shall be conducted with a commitment to building a diverse workforce that reflects the diversity of the communities the Board serves. To further this commitment, recruitment strategy should include outreach recruitment tactics to diversify the applicant pool.

Bias-aware hiring and equitable hiring practices shall be utilized in each selection and appointment process, which includes the corresponding provision of training for management staff accordingly.

Recruitment shall be conducted with a commitment to building a diverse workforce that reflects the diversity of the communities the Board serves. To further this commitment,

recruitment strategy should include outreach recruitment tactics to diversify the applicant pool.

2. DEFINITIONS

Acting Appointment
An acting appointment is an appointment to a designated position to replace a previous incumbent who is temporarily absent from the position for a designated period or whose absence commenced after the normal period of organizing or transferring employees.

Administrative Regulation
A document issued through the Director of Education, governing the implementation of a Board policy, or required to coordinate and control certain aspects of system operations.

Board
The corporate Board which maintains the daily operation of the system; Kawartha Pine Ridge District School Board; a reference specifically pertaining to Kawartha Pine Ridge District School Board as a legal entity; also referred to as KPR or KPRDSB.

Board of Trustees
The elected governance branch of the Board.

Conflict of Interest
Conflict of Interest means a potential, apparent, or actual conflict where an employee's financial or other personal interest, whether direct or indirect, conflicts or appears to conflict with the employee's responsibility to the Board, or with the employee's participation in any recommendation or decision pertaining to staff hiring within the Board.

Designate
A person authorized to carry out certain and specific tasks on behalf of the Chairpersons, Vice-chairpersons, Director, or other employee, as appropriate.

Employees
All KPR staff members and management personnel, including occasional, temporary and full-time staff.

External Activity
External Activity means any activity of an employee outside the scope of their employment with the Kawartha Pine Ridge District School Board undertaken as part of a commercial or volunteer enterprise.

Former Employee
For purposes of this administrative regulation, the term former employee will mean a person no longer employed by the Board in any capacity, including as a casual employee, by virtue of the person's employment relationship with the Board having been severed

through a resignation accepted by the Board, retirement accepted by the Board, or other termination of employment approved by the Board.

Functional Abilities Assessment
A medical examination by a physician and/or a functional abilities assessment by a qualified practitioner who is satisfactory to the Board to determine if the candidate meets the medical requirements of the position.

Occasional Teacher (as defined by the Education Act)
For the purposes of this Act, a teacher is an occasional teacher if he or she is employed by a board to teach as a substitute for a teacher or temporary teacher who is or was employed by the board in a position that is part of its regular teaching staff including continuing education teachers but,

a) if the teacher substitutes for a teacher who has died during a school year, the teacher's employment as the substitute for him or her shall not extend past the end of the school year in which the death occurred; and
b) if the teacher substitutes for a teacher who is absent from his or her duties for a temporary period, the teacher's employment as the substitute for him or her shall not extend past the end of the second school year after his or her absence begins.

Policy
A statement of intent, governing principle or end result, adopted by the Board of Trustees in open public session; it is intended to articulate what must be done, the rationale for it and a framework for the system.

Retired Employee
For purposes of this administrative regulation, the term retired employee will mean a former employee of the Kawartha Pine Ridge District School Board who has retired from the employ of the Board in accordance with the specified written retirement provisions of a Kawartha Pine Ridge District School Board administrative regulation, a collective agreement, or a personal services contract, and Ontario Teachers' Pension Plan (OTTP) and Ontario Municipal Employees' Retirement System (OMERS) pension plan legislation and regulations which may be amended from time to time.

Relationship
Relationship as used in Section 5.8, Conflict of Interest, means any relationship of the employee to persons of their immediate family whether related by blood, adoption, marriage, or common-law relationship, and any relationship of an intimate and/or financial nature during the preceding five years, any student supervisor relationship, or any other past or present relationship that may give rise to a reasonable apprehension of bias.

Temporary Appointment
A temporary appointment is an appointment to a position established for an interim period or a designated period of less than one year.

Term Appointment
A term appointment is an appointment for a fixed period to a designated position.

Supervisor
Supervisors include all staff at the Board officially or unofficially designated and/or exercising managerial and supervisory responsibilities over staff. This includes superintendents, executive officers, principals, vice-principals, unit managers and others holding similar-type roles.

3. APPLICATION

This administrative regulation applies to all staff involved in the selection and appointment processes for all positions in the Board, save and except for the positions of senior administration and the Director of Education. Further, following hire, this administrative regulation also provides guidance on performance management, staff development, and retirement.

4. RESPONSIBILITY

4.1 The Superintendent of Human Resource Services, or designate, is responsible for the administration of this administrative regulation.

4.2 Senior administration is responsible for ensuring that the process outlined in this administrative regulation are completed in alignment with the Board's values and priorities.

4.3 Senior administration, principals, vice-principals, managers and supervisors shall be responsible for fulfilling all human resources-related duties as described, and in compliance with, this administrative regulation.

5. PROCEDURE

5.1 Appointment to Positions Except Senior Administration

5.1.1 Appointment to the Positions of Principal and Vice-principal

5.1.1.1 Excellence in leadership is a high priority in all schools in the Kawartha Pine Ridge District School Board. The process of recruitment, selection, placement, development and transfer of principals and vice-principals is intended to ensure that qualified, experienced individuals who are committed to the values of the Board are encouraged, supported, selected, placed, and retained in these important roles.

5.1.1.2 The Board endorses a comprehensive selection procedure, including the use of a clearly outlined critical path, a Leadership

Career Plan, a standard principal/vice-principal application package and a thorough interview process, for choosing and placing the best possible candidates in principal and vice-principal positions.

5.1.1.3 The Director of Education will be a member of each interview team for principal selection. The family of schools superintendent and a principal representative will be a member of each interview team for vice-principal selection.

5.1.1.4 Appointments to the position of principal and vice-principal will be reported to the Board of Trustees in the Personnel Report – Staff Changes.

5.1.2 Principal and Vice-principal Placement and Transfer

5.1.2.1 The Board believes that decisions on placement and transfer of staff by the Administrative Council through the Administrative Moves Process provides benefits, such as the following, both to the Board and the employee.

5.1.2.1.1 system long- and short-term planning,

5.1.2.1.2 fulfilling program needs,

5.1.2.1.3 building knowledge,

5.1.2.1.4 sharing experience and expertise,

5.1.2.1.5 providing creative opportunities,

5.1.2.1.6 introducing new challenges,

5.1.2.1.7 system flexibility to deal with unexpected circumstances, and

5.1.2.1.8 input from school council community.

5.1.2.2 Notification of location placement for the positions of principal and vice-principal will be made in the Personnel Report – Staff Changes.

5.1.3 Principal and Vice-principal Succession Planning

5.1.3.1 The Board supports the development and use of a succession plan for the short- and long-term development of future principals and vice-principals as described within the Ontario Leadership Framework.

5.1.4 Principal/Vice-principal Short List

An annual short list will be compiled of those candidates selected for each of the positions of principal and vice-principal. All placements, with the possible exception of acting appointments, will be made in accordance with the Administrative Moves Guidelines, as amended.

5.1.5 Principal/Vice-principal Acting and Interim Assignments

5.1.5.1 An employee in an acting position is appointed to both the role and the assignment on a temporary basis. For example, an acting vice-principal is a teacher who is placed in a temporary vice-principal assignment, the conclusion of which would result in them returning to their previous, or a different, teaching position. An acting assignment is a position of principal or vice-principal that, for unique reasons, has been established for a temporary period or for a designated period of up to one year.

5.1.5.2 An employee in an interim position is appointed permanently to the role but is placed in a temporary assignment. For example, an interim vice-principal is a permanent vice-principal who is placed in a temporary vice-principal assignment, the conclusion of which would result in them requiring placement into another vice-principal assignment.

5.1.5.2 The process for making acting or interim assignments will be in accordance with the Administrative Moves Guidelines, as amended.

It is essential that the seniority rights of any teachers be protected in this process so that eventual return to the classroom will be without penalty.

5.1.6 Principal/Vice-principal Transfers and Placements

5.1.6.1 Placements shall be made in accordance with the Administrative Moves Guidelines, as amended. As a general guideline, principals will typically be placed in, or transferred to, particular assignments for five years and vice-principals for three years.

Factors including, but not limited to, promotion, illness, leave and requests by either party, for professional or personal reasons, may support shorter or longer periods of time within an assignment.

5.1.6.2 The effect of the geography of the jurisdiction on driving distances will be considered in terms of placement and transfer.

5.1.7 Teaching Positions

5.7.1.1 For new hire appointments to permanent teaching positions the appropriate principal will receive and review applications and arrange for interviews. Appointments will be subject to approval of the family of schools superintendent.

5.7.1.2 Recommendation for appointments to teaching positions approved by the family of schools superintendent will be reported to the Board of Trustees in the Personnel Report – Staff Changes.

5.7.1.3 Where applicable, teaching position vacancies will be filled internally in accordance with the provisions of the appropriate collective agreement.

Please refer to Section 5.9, Teacher Hiring Practice.

5.1.8 Administrative and Leadership Positions

5.1.8.1 For appointments to operations and program management and supervisory positions below the level of superintendent, and for administrative and leadership group positions not subject to the provisions of a collective agreement, the Director of Education or the appropriate superintendent, executive officer, or designate, will receive and review applications and interview selected candidates.

5.1.8.2 Appointments to administrative and leadership positions approved by the appropriate superintendent will be reported to the Board of Trustees in the Personnel Report – Staff Changes.

5.1.8.3 Unless otherwise stated in writing at the time of hire, a new employee will be considered a probationary employee during the first six months of continuous employment. The termination of a probationary employee will be at the sole discretion of administration. Should such a termination occur, no notice or pay in lieu of notice is required except as prescribed by legislation.

5.1.9 Operations and Program Service and Support Positions

5.1.9.1 For new hire appointments to custodial, maintenance, clerical, secretarial, educational assistant, child and youth workers, and early childhood education positions, and other operations and program related service and support positions subject to the provisions of a collective agreement, the site manager, or designate, in consultation with Human Resource Services, will receive and review applications and interview selected candidates.

5.1.9.2 Appointments to operations and program service and support positions made by the appropriate superintendent will be reported to the Board of Trustees in the Personnel Report – Staff Changes.

5.1.9.3 Where applicable, internal vacancies subject to the provisions of a collective agreement, will be filled in accordance with the job posting provisions of the appropriate collective agreement.

5.2 Advertisement of Vacancies

5.2.1 Job postings (advertisement of vacancies) shall include:

5.2.1.1 an equity statement to encourage applications from Indigenous job seekers and job seekers from equity-seeking groups.

5.2.1.2 an accommodation statement to inform applicants on the availability of accommodation, based on any Ontario Human Rights Code protected grounds.

5.2.2 All vacancies shall be advertised, either in compliance with the internal job posting process set out in the respective collective agreements, or externally in accordance with the following:

5.2.2.1 Where the job posting provisions of a collective agreement do not apply, or where a vacancy is not filled through the job posting provisions of a collective agreement, the vacancy will be advertised externally at the discretion of the Senior Manager, Human Resource Services, or designate.

5.2.2.2 All teaching vacancies not filled through the job posting provisions of collective agreements may be advertised externally at the discretion of the Senior Manager, Human Resource Services, or designate.

5.2.2.3 All administrative and leadership positions, including department managers and other administrative and support positions (with the exception of principals and vice-principals), will be advertised internally, and may be advertised externally following consultation with the supervising superintendent, at the discretion of the Senior Manager, Human Resource Services, or designate.

5.2.2.4 The positions of principal and vice-principal will be advertised internally and may be advertised externally following consultation with the superintendent responsible for principal and vice-principal placement, by the Senior Manager, Human Resource Services, or designate.

5.2.2.5 Senior administrative positions shall be advertised internally and externally as appropriate.

5.2.2.6 Term, acting and temporary vacancies will be advertised internally and may be advertised externally at the discretion of the Senior Manager, Human Resource Services, or designate.

5.2.2.7 Advertisements for external vacancies will be placed in media recruitment resources appropriate to attract qualified applicants, and may include, but are not limited to:

5.2.2.7.1 paper and electronic professional association publications,

5.2.2.7.2 internet sources,

5.2.2.7.3 university and/or college student placement offices,

5.2.2.7.4 advertisements in appropriate print media, and/or

5.2.2.7.5 recruitment fairs.

5.2.2.8 The placement and appearance of external employment advertisements will:

5.2.2.8.1 be coordinated by the Human Resource Services Department based on detailed information provided by the originator of the advertisement, and

5.2.2.8.2 comply with accepted administrative practice concerning the template of any advertisements used,

including the standard statement declaring the Board an equal opportunity employer.

5.3 Police Record Checks

5.3.1 Police Record Checks – Scope

In the interest of ensuring the safety and protection of the Board's students, the Kawartha Pine Ridge District School Board will require all new employees (teaching and non-teaching) and all occasional employees (teaching and non-teaching) to undergo a Police Record Check, the procedures for which are outlined below.

5.3.1.1 Applicants must be informed on the Board's hiring platforms that a police record will not automatically disqualify them from employment with KPR, as well as outline the process for review that the Board will undertake in the event that a candidate has a police record.

5.3.1.2 All external recruitment advertisements will include the statement: A Police Record Check is required of all individuals hired by the Kawartha Pine Ridge District School Board as a condition of employment.

5.3.1.3 All applicants for employment with the Board will be advised by Human Resource Services, at the time they are granted an interview, that a Police Record Check is a mandatory condition of employment for all new employees, at their expense, and will be required if they are the successful applicant.

5.3.1.4 A successful applicant for a position with the Board will provide a completed and duly authorized Police Record Check to the Board. A Police Record Check may be obtained from any recognized provincial or regional police authority. Confirmation of the appointment will not take place until the individual has received a satisfactory clearance.

5.3.1.5 The Police Record Check will include:

5.3.1.5.1 a Vulnerable Sector Search and a search of the Pardoned Sexual Offender Database,

5.3.1.5.2 local indices, where provided by the police service.

5.3.1.6 Police Record Checks will be stored by the Board in a confidential manner in accordance with legal requirements

including, but not limited to, Board Policy BA-1.1, Records Management.

5.3.1.7 Police record checks will only be used to confirm suitability for employment, as per the Ontario Human Rights Code.

5.3.2 Police Record Checks – No Record (Nil Report)

5.3.2.1 Human Resource Services will advise the hiring supervisor immediately upon receipt of a satisfactory clearance.

5.3.2.2 The original signed copy of the nil report from the police will be retained in the individual's personnel file in Human Resource Services. If requested by the applicant, Human Resource Services may provide a copy of the original nil report to the applicant for the applicant's future use.

5.3.2.3 A nil report does not automatically grant clearance for employment with the Board. The final decisions concerning clearance and offers of employment rest with the Board.

5.3.3 Police Record Checks – Record of Offenses

5.3.3.1 If the applicant provides the Board with a record of offenses, the record will be forwarded to the Senior Manager, Human Resource Services, or designate, for review.

5.3.3.2 The applicant may be interviewed by the Senior Manager, Human Resource Services, or designate, and the supervising superintendent responsible for the area for which the applicant is being considered, to determine the applicant's suitability for employment with the Board, with specific reference to the adverse information contained in the Police Record Check. If the decision is to grant clearance, the decision will be so noted by the Senior Manager, Human Resource Services, in the individual's personnel file in Human Resource Services.

NOTE: Persons with a police record who are otherwise suitable shall not be automatically disqualified. Any mitigating circumstances must be assessed before a final decision with respect to suitability is made. The following factors shall be considered where applicable:

5.3.3.2.1 the specific duties and responsibilities of the position in question and the relevance of the charge(s)/conviction(s) to that position,

5.3.3.2.2 the length of time since the conviction(s) and frequency of multiple convictions,

5.3.3.2.3 the rehabilitative or other efforts undertaken, and

5.3.3.2.4 the risk posed to students, employees, and Board property and equipment.

The final decision concerning suitability shall be made by the Senior Manager, Human Resource Services in consultation with the supervising superintendent responsible for the area for which the applicant is being considered.

5.3.4 Where an applicant with a police record withdraws the application, such records will be returned to the applicant, and this information shall not be retained in any Board files.

5.3.5 Individuals who comply with these procedures will not be required to undergo further Police Record Checks in subsequent years unless notified otherwise.

5.3.6 Applicants who have a police record will not be considered for employment with the Board unless the applicant can clearly and unquestionably establish, to the satisfaction of the Board, that the nature of such offenses is not contrary to the need to ensure the safety and protection of the Board's students and assets.

5.3.7 Annual Offence Declaration

All employees must complete an annual offence declaration confirming whether they have any criminal charges or convictions.

5.4 Medical Information Required for Employment

Medical information may be required for employment in certain circumstances where dictated by the requirements of the position.

In compliance with human rights legislation and practice, medical information shall be requested only after an offer of employment is made to a candidate. The offer of employment will then be conditional upon compliance with the medical requirements of the position.

Medical information will be confidentially stored as required by law and will be kept separate from an employee's personnel file. Medical information will only be requested and used to confirm suitability for employment.

5.4.1 Pre-employment Medical Examination

5.4.1.1 Prior to the commencement of employment with the Board, and after an offer of employment has been made, candidates selected for certain positions may be required to undergo a medical examination by a physician and/or a functional abilities assessment by a qualified practitioner who is satisfactory to the Board to determine if the candidate meets the medical requirements of the position.

5.4.1.2 Where the candidate's personal physician conducts the medical examination, the candidate is responsible for presenting evidence of compliance with the medical requirements of the position.

5.4.1.3 Some pre-employment medical examinations and functional abilities testing may be arranged by Human Resource Services, which will be responsible for indicating to the physician the requirements of the position.

5.5 Term, Acting and Temporary Assignments

5.5.1 Term, Acting and Temporary Appointments – Applicability

It is the desire of the Board, in filling leadership positions, to provide the highest quality of leadership while maintaining flexibility in the system and a degree of mobility among employees. To those ends, a plan of term, acting and temporary appointments exists in accordance with the procedures set out below. In the administration of the administrative regulation, all employees should keep in mind that positions of leadership and responsibility are also subject to evaluation and/or annual review, and employees in such positions are subject to performance review. It is imperative that good communication attend all stages of the processes of appointment, transfer and reassignment.

5.5.1.1 This administrative regulation applies to term, acting and temporary appointments to operations and program management and supervisory positions below the level of superintendent, and to centrally assigned resource staff.

5.5.1.2 Term, acting and temporary appointments for principals and vice-principals will be in accordance with Section 5.1, Appointment to Positions Except Senior Administration, and the

terms and conditions of employment for principals and vice-principals as approved by the Board.

5.5.1.3 Secondary school leadership positions are determined by the terms of the collective agreement and are subject to the approval of the superintendent responsible for secondary staffing.

5.5.2 Term, Acting and Temporary Appointments – General

5.5.2.1 All positions to which term appointments are made shall have descriptions of duties (job description, etc.).

5.5.2.2 All term appointments shall be scheduled to terminate in August. Acting appointments shall normally terminate in August unless the previous incumbent returns to regular assignment.

5.5.2.3 Term appointments shall normally conform to the following schedule of duration: centrally assigned resource staff – up to three years and subject to extension in accordance with applicable collective agreement provisions.

5.5.2.4 Where an appointment occurs during the course of a school year, such term is not to exceed the time period as specified above, or where the term appointment has been preceded by an acting appointment, the duration of the appointment may be modified.

5.5.2.5 Where a position is likely to be redundant, an appointment of shorter duration may be made.

5.5.2.6 During the course of any term appointment, the appointment may be terminated if the incumbent is removed for cause or if the position has been declared redundant.

5.5.2.7 Term appointments, and those subject to collective agreement provisions, if any, may be extended or renewed in accordance with procedures established under Board Policy HR-1.0, Careers (Recruitment, Staffing, Teacher Hiring Practice, Talent Development, Retirement and Resignation), in such cases.

5.5.3 Term, Acting and Temporary Appointments – Reassignment Procedures

5.5.3.1 Where an employee already occupying a position of responsibility fills a vacancy on a term, acting or temporary appointment of one year or less, that employee's original position may be filled on an acting basis.

5.5.3.2 It is anticipated that the performance review process will facilitate communication and ensure that the employee and the appropriate superintendent will have a clear mutual understanding of the record of achievement of performance goals. As part of the annual staffing process, during the last year of a term appointment, the superintendent responsible for the area, in consultation with the superintendent responsible for system staffing, will advise the incumbent of any extension/renewal of their term.

5.6 Employment of Occasional Teachers

5.6.1 Occasional Teachers – Definition

The Board approves the employment of occasional teachers (as defined in the Education Act, as amended from time to time) to replace classroom teachers who are absent from regular duty and assigns to occasional teachers administrative and supervisory responsibilities which are necessary to ensure the maintenance of the quality of the learning program and the safety of the students during the absence of the classroom teacher.

5.6.2 Replacement of Regular Teachers

It is expected that the temporary replacement of teaching employees will be carried out in one or several of the following ways:

5.6.2.1 in accordance with provisions of the collective agreement, if applicable,

5.6.2.2 use of other staff members, for example, combining classes where feasible, use of on-call teachers or other regular staff that may be available,

5.6.2.3 when it is necessary to hire a replacement, every attempt shall be made to obtain the services of an appropriately qualified person and, if none are available, unqualified persons may be employed in accordance with the Regulations of the Ministry of Education, under the Education Act.

5.6.3 Occasional Teachers – Criteria for Assignment

The Board will annually establish budgets for occasional teaching replacement which are intended to cover absence of teachers due to:

5.6.3.1 illness,

5.6.3.2 paid absence in accordance with the terms of collective agreements,

5.6.3.3 approved unpaid leave of absences, including pregnancy/parental leave and long- and short-term personal leaves,

5.6.3.4 approved professional activities or committee meetings called by the Board, the Director of Education, or designate, and/or

5.6.3.5 approved field trips or athletic events.

5.6.4 Occasional Teachers – Recruitment, Interview and Selection

The recruitment, interview and selection of occasional teachers will be coordinated centrally through Human Resource Services, supported by interview teams of school administrators. The numbers of occasional teachers recruited will reflect system needs and will comply with the provisions of the appropriate collective agreements.

5.7 Employment of Former Employees

There are certain legislative, regulatory and ethical factors which will be considered by the supervisor in consultation with Human Resource Services before any decision may be made regarding the employment of a former employee, including retired employees.

5.7.1 Hiring of Former Employees – Definition of Employment – Compliance with Canada Revenue Agency (CRA) Regulation

All situations where former employees are employed by the Board will be on an employer/employee relationship basis with payment of wages through the Board's payroll system in compliance with CRA definition and regulation which prescribes that an employer/employee relationship exists. Any exceptions to this section will be subject to the prior approval of the Director of Education or Superintendent of Business and Corporate Services in consultation with the Senior Manager, Human Resource Services.

5.7.2 Former Employees – Criteria and Approval for Employment

In addition to other requirements for a position, former employees of the Board may seek re-employment under the following conditions:

5.7.2.1 Given the complexities inherent in the employment of former employees, and in order to ensure compliance with federal and provincial legislation and regulations respecting an employer/employee relationship and pension, all employment of former employees will be subject to the prior approval of the Senior Manager, Human Resource Services, or designate.

5.7.2.2 Where a former employee is employed under the terms of this administrative regulation, there will be a break in service of at least three months between the last date of regular employment and the first date of employment following severing of employment.

In appropriate circumstances, the requirements of this section may be waived subject to the prior approval of the Senior Manager, Human Resource Services, or designate.

5.7.2.3 Ontario Teachers' Pension Plan (OTPP) regulations stipulate that a retired teacher subsequently re-employed by a school board who wishes to avoid re-enrolment in OTPP may be employed for no more than 50 days in a school year.

5.7.2.4 The former employee who is subsequently re-employed will be treated as a new hire for the purposes of determining terms and conditions of employment, including the provision of a Police Record Check with Vulnerable Section Search and a search of the Pardoned Sexual Offender Database.

5.7.3 Building System Capacity

The Board believes that it is important to build system capacity and administration will focus professional development resources on current employees, where possible.

5.8 Conflict of Interest

5.8.1 Specific Conflicts

5.8.1.1 Without restricting the generality of this administrative regulation, the following circumstances may give rise to conflict of interest:

5.8.1.1.1 participating in, or influencing the outcome of the appointment, hiring, promotion, supervision, or evaluation of a person with whom the employee has, or has had, a relationship;

5.8.1.1.2 acceptance by an employee of a gift from any of the following persons or entities if a reasonable person might conclude that the gift could influence the employee when performing hiring duties with the school Board:

i. a person, group, or entity that has dealings with the school Board,

ii. a person, group, or entity to whom the employee provides services in the course of their duties to the school Board,

iii. a person, group, or entity that seeks to do business with the school Board.

An employee who is offered a gift in the circumstances described ii) above shall, in writing, notify their supervisor.

5.8.2 Procedures for Disclosure of Conflicts of Interest

5.8.2.1 All employees have an obligation to disclose to their supervisor or the Director of Education, or designate, any conflict of interest. The employee must disclose in writing as soon as they could reasonably be aware that a conflict of interest exists. The existence of a conflict of interest does not necessarily preclude involvement in the issue which has given rise to the conflict (the matter). The employee must declare, in writing, the nature and extent of the conflict of interest no later than any meeting or process in which the employee participates and at which the matter is to be considered. The employee must refrain from taking part in any discussion or decision making in relation to the matter and withdraw from any meeting or process when the matter is being discussed until a decision has been reached regarding the manner, in which the conflict of interest will be addressed.

5.8.2.2 A conflict of interest involving an employee may also be reported to a supervisor by any other person. A report to a supervisor about the existence of a potential, apparent or actual conflict of interest shall be made in writing.

5.8.3 Procedures for Management of Conflicts of Interest

5.8.3.1 If the supervisor or Director of Education, or designate, to whom the disclosure is made also has a conflict of interest, the disclosure should be made in writing to the person at the next highest level of authority.

5.8.3.2 The supervisor or Director of Education, or designate, will investigate to determine if a conflict of interest exists. Where appropriate, the supervisor or Director of Education, or designate, may consult with the employee and/or others.

5.8.3.3 If the supervisor or Director of Education determines there is a conflict of interest, the supervisor or Director of Education should resolve the matter and shall document, in writing, any remedies that have been applied.

5.8.4 Options for Resolving Conflicts of Interest

5.8.4.1 If a supervisor or Director of Education, or designate, determines that a conflict of interest exists, the supervisor or Director of Education, or designate, will decide a course of action from the following options:

5.8.4.1.1 If the matter pertains to paragraph 5.8.1.1.1 above, and where the employee may be knowledgeable and have information central to the discussion, the employee with a conflict or appearance of conflict may be permitted to be involved in the matter without participating in the final decision,

5.8.4.1.2 If an employee fails to disclose a conflict, a range of remedies can be applied, up to and including the termination of employment.

5.8.5 Contraventions of Section 5.8, Conflict of Interest

Adherence to Section 5.8, Conflict of Interest, in letter and in spirit, is crucial to the relationships of trust that exist between the Board, its employees, and the public. Contraventions of this section, whether arising from dishonesty or inattention, undermine these relationships and may lead to disciplinary action. For employees, disciplinary sanctions for breach of this section may take a range of forms appropriate to the nature of the contravention and could include dismissal from employment.

5.9 Teacher Hiring Practice

5.9.1 Hiring Processes

The Board's hiring processes will include the following inter-dependent components.

5.9.1.1 Qualifications and Merit

Teacher qualifications and merit will be assessed in a manner that supports:

5.9.1.1.1 the qualification requirements set out in Regulation 298, Operation of Schools – General;

5.9.1.1.2 demonstrated experience and commitment to creating a safe, inclusive, equitable, accessible, and high-quality learning environment;

5.9.1.1.3 demonstrated experience providing the best possible program as determined by the hiring principal;

5.9.1.1.4 demonstrated teaching commitment;

5.9.1.1.5 experience or time spent in a particular school;

5.9.1.1.6 suitability for a particular assignment and

5.9.1.1.7 additional experiences, skills backgrounds, lived and work experience.

5.9.1.2 Diversity, Equity and Human Rights

The promotion of human rights and equity is vital to achieving a diverse and representative teacher workforce to meet the needs of a diverse student body. The Board believes in the positive effect on the educational experience and outcomes of historically under-served students when teachers reflect their identities. All students benefit from having teachers with varying social identities and lived experiences. The Board is committed to achieve a diverse and representative workforce by:

5.9.1.2.1 ensuring that all employment policies and practices are anti-discriminatory;

5.9.1.2.2 working to intentionally identify and remove barriers for Indigenous peoples and equity-seeking groups at each stage of the hiring process. This involves examining each part of the process – from setting job requirements and employment conditions to establishing the recruitment, application, screening, interview, and selection processes so that no stage creates a barrier for candidates.

5.9.1.3 Employment Mobility

Teachers will have equal opportunity to apply for any position (occasional, long-term occasional, or permanent) for which they are qualified irrespective of where they are currently employed, subject to staffing provisions detailed in collective agreements between the Board and its teacher bargaining units.

5.9.1.4 Fairness and Transparency

To support a fair and transparent process for candidates, the selection process will be guided by the following:

5.9.1.4.1 Managing Conflicts of Interest: Clear guidelines on conflict of interest, including nepotism, during the selection and appointment process, as outlined in Board Policy HR-1.0, Careers (Recruitment, Staffing, Teacher Hiring Practice, Talent Development, Retirement and Resignation).

5.9.1.4.2 Job Postings: All job postings will include the bona fide or legitimate job requirements and qualifications, while following the requirements outlined in Regulation 298, Operation of Schools – General. Hiring principals must submit a Request to Post form outlining the requirements and qualifications to Human Resource Services for review prior to advertising the position.

5.9.1.4.3 Selection and Appointment: Teacher hiring decisions will be based on an interview and reference check process as a minimum; however, the Board may provide alternative~~s~~ options for hiring panels to utilize that may include but are not limited to written components or presentations. These selection tools will have criteria for evaluating the performance of

the candidates that are related to the positions and performance expectations. The Board will provide training on equitable hiring practices and support to hiring panels to assist in preventing interview and selection bias. Selection criteria will be consistently applied for each individual competition. Interview questions will be relevant to each position and will not include questions related to prohibited grounds as outlined in the Ontario Human Rights Code.

5.9.1.4.4 Interview Panels: Interview panels will consist of at least two members of school or Board administration. When possible, hiring principals are encouraged to set up demographically diverse hiring panels that draw on the different experiences, skill sets, and educational and professional backgrounds in the Board.

5.9.1.4.5 Disclosure of Information to Teacher Bargaining Units: unless otherwise negotiated, teacher bargaining units may contact Human Resource Services with requests for information related to the teacher hiring process.

5.9.1.5 Monitoring and Evaluation

The effectiveness of the Board's hiring policy and processes will be monitored and evaluated annually to review effectiveness and make adjustments as necessary.

5.9.1.6 Feedback to Promote Professional Growth

Upon request, teacher hiring panels will provide feedback to internal applicants to promote overall professional growth. Such feedback will focus on the teacher's performance during the interview, measures the teacher could take to enhance their professional qualifications, and other ways to improve their chance of being successful in a similar interview in the future.

5.9.1.7 Accommodation Requirements During Teacher Hiring

The Board is committed to providing barrier-free and accessible employment practices in compliance with the Accessibility for Ontarians with Disabilities Act (AODA) and the Ontario Human Rights Code. Applicants requiring accommodation through any stage of the recruitment process should make them known when

contacted. Information related to accommodation during the hiring process will be outlined on all teacher job postings. Human Resource Services will support school administration in determining appropriate accommodations and may require supporting documentation from the applicant to support the accommodation request.

5.9.2 Effective Practices

The Board will ensure the following effective practices to remove barriers and gaps in teacher hiring. To implement the expectations outlined in this administrative regulation the Board will collaborate with stakeholders including school principals and local teachers' federations.

5.9.2.1 Candidate Selection Practices

5.9.2.1.1 Newly Qualified Teachers

The Board recognizes that hiring of newly qualified teachers presents:

- an opportunity to introduce new talent and skills to the school system,
- a way to increase diversity and an opportunity to strengthen pathways to the teacher profession and invest in the people who will be the experience teachers of the future.

The Board is committed to ongoing recruitment and renewal of the teacher workforce and providing career pathways for newly qualified teachers, including those who have been on long-term assignments for a number of years and have not yet secured a permanent position.

5.9.2.2 Representation

The Board understands that inequitable representation of historically disadvantaged groups in the workforce can lead to inequities in educational experiences and outcomes for excluded or equity-seeking students. Teacher hiring practices will encourage diversity in the school board and will be reflective of the diversity in the province.

5.9.2.3 Monitoring and Evaluation Practices to Strengthen Accountability

5.9.2.3.1 Data Collection

The Board recognizes the importance of the collection of teacher workforce demographic data as a foundation for well-informed discussions and decision-making about the vision for a diverse and inclusive workplace, as well as the policies, programs, and procedures that will help to achieve that vision.

The Board will utilize quantitative data collection through a voluntary workforce census in helping to identify employment barriers as well as assess diversity in the candidates applying for positions.

5.9.2.4 Employment Systems Review (ESR)

The Board will utilize workforce demographic data, to examine its employment systems to assist in identifying barriers for potential candidates which may unfairly impact their chances to succeed. In addition, the Board will undertake to examine the organizational culture for unconscious values, assumptions, and behavioural norms that can disadvantage groups and individuals based on their personal characteristics. The information gathered will be utilized in the development of an Employment Equity Audit.

5.9.2.5 Creating a Fairness in Employment Plan

The Board will work together with employee representatives and teacher federations to utilize the results of the demographic data collected and Employment Systems Review to develop a Fairness in Employment Plan that includes goals and timelines for closing gaps and removing barriers, including workplace culture and attitudinal barriers to a diverse and inclusive work environment.

The Plan will include specially constructed measures to address the ongoing effects of systemic discrimination.

5.10 Performance Appraisal

The purpose of performance appraisals is to support employee development. Performance appraisals within KPR are completed in alignment with the Board's strategic direction, vision for leadership in KPR and in support of students. Leaders support all employees in the collective pursuit of excellence in an inclusive and collaborative culture. This requires skilled leaders who: inspire to improve, innovate to engage, and influence others to value diversity.

Superintendents, principals, vice-principals, managers, supervisors and employees will engage in performance appraisal in accordance with the direction and timelines outlined in all relevant acts and regulations.

The Kawartha Pine Ridge District School Board will develop appropriate and accessible training and reference materials for employee performance appraisal that will outline the operational processes involved for each employee group. For employee groups for whom there are no acts and regulations guiding performance appraisal processes, local training and reference materials will outline the directions and timelines.

All employees are required to comply with the procedures as outlined in this section and non-compliance will be cause for disciplinary action.

These procedures are not meant to address issues of misconduct or discipline. Such issues will normally be dealt with through the Board's progressive discipline and investigative processes.

5.11 Staff Development

In demonstrating its commitment to staff development, senior administration will direct, support and assist principals, managers and supervisors to develop plans that will allow individual employees to reach their potential within the context of the organization's goals.

The staff development process may include:

5.11.1 the provision of individual departments' and sites' budgets, as well as a central budget provided for the purpose of system staff development activities, or training and development of individuals where the application of the training has system impact;

5.11.2 provision of opportunities, both central and site-based, for participation in both internal and external courses, conferences, workshops, seminars, cross training, job shadowing, coaching and mentoring, interschool visits, leaves of absence for study purposes or any other activity designed to

improve the knowledge, skills, and ultimately the performance, of the individual:

5.11.3 provision of resources targeting individual performance improvement,

5.11.4 provision of orientation programs for newly appointed and/or reassigned staff, and

5.11.5 development of plans for staff development, both central and site-based, that are tied to the system and individual growth plans.

5.12 Retirement

5.12.1 Retirement or Resignation Notice

5.12.1.1 The employee's written notice of retirement, resignation, or request for termination by mutual consent will be directed to Human Resource Services, with a copy to the employee's immediate supervisor.

5.12.1.2 Retirements and resignations will be reported to the Board of Trustees in the Personnel Report – Staff Changes.

5.12.2 Retirement Gratuity

5.12.2.1 For purposes of retirement gratuity, retirement will mean the commencement of receipt of periodic pension payments under the Ontario Teachers' Pension Plan (OTPP) or the Ontario Municipal Employees Retirement System (OMERS) (excluding a disability pension under both plans) as a participating member of such plan, immediately following the date of retirement.

5.12.2.2 Any retirement gratuity for employees subject to the provisions of a collective agreement or a personal services contract shall be determined by the provisions of the appropriate collective agreement or a personal services contract.

5.12.2.3 Any retirement gratuity for employees not subject to the provisions of a collective agreement or a personal services contract will be as follows:

5.12.2.3.1 Where applicable, retirement gratuity shall be determined in accordance with the provisions that were in place from the respective predecessor boards for incumbent employees who were in the non-union administrative and leadership employee group on or

before December 31, 1999, and the principal and vice-principal group on or before December 31, 1998.

5.12.2.3.2 There will be no retirement gratuity available to new employees who were hired in the non-union administrative and leadership employee group after December 31, 1999, and the principal and vice-principal group after December 31, 1998, including those new employees who may have been eligible for a retirement gratuity with another school board or other employer.

5.12.2.3.3 Where applicable, employees who entered the non-union administrative and leadership employee group after December 31, 1999 or the principal and vice-principal employee group after December 31, 1998 from another employee group within the Kawartha Pine Ridge District School Board shall have retirement gratuities earned to the date of appointment in this group protected but without further accumulation.

5.12.2.4 Notwithstanding 5.12.2.2 and 5.12.2.3 above, effective September 1, 2012, there will be no further accumulation of retirement gratuity entitlement for all employees, including those subject to a collective agreement, and no new employees hired from that date forward will acquire any entitlement to a retirement gratuity.

5.12.2.5 For those who have an entitlement to a retirement gratuity in accordance with the provisions of a collective agreement, and General Terms and Conditions of Employment for non-union employees including principals and vice-principals as of August 31, 2012, it shall be frozen and calculated to a fixed dollar amount based on salary as of that date, years of service as of that date, and the accumulated sick leave as of that date.

5.12.2.5.1 All employees will be notified in writing of this fixed dollar amount.

5.12.2.5.2 The retirement gratuity shall be paid out only where an individual retires from the Board and immediately receives a pension from OTPP or OMERS, or who elect to take the commuted value of their pension provided that the employee has 30 years of service for OTPP or OMERS pension purposes. For greater

clarity, employees who resign or otherwise leave the employ of the Board shall have no entitlement to a gratuity.

5.12.2.6 In the event that an employee dies while in the employ of the Board, the Board will pay to the employee's estate the full retirement gratuity to which the employee would have been entitled, if any, on the date of death.

6. RELATED POLICIES, ADMINISTRATIVE REGULATIONS OR PROCEDURAL DOCUMENTS

Board Policies:
B-3.2, Equity, Diversity and Inclusion
B-3.3, Human Rights: Code-Based Discrimination and Harassment
B-3.4, Accessibility for Persons with Disabilities
BA-1.1, Records Management
HR-1.0, Careers

Administrative Regulations:
HR-1.0.2, Staffing

Procedural Documents:
Administrative Moves Guidelines (internal)

7. REFERENCE DOCUMENTS

Legislation:
Accessibility for Ontarians with Disabilities Act
Education Act
Human Rights Code
Municipal Freedom of Information and Protection of Privacy Act
Ontario Regulation 298: Operation of Schools – General

Other Documents:
Ministry of Education Policy/Program Memorandum 165: School Board Teacher Hiring Practices
Ontario Leadership Framework