

# Teacher Hiring Practices

## Administrative Procedure

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<b>Status:</b>	<b>Active</b>
<b>Effective:</b>	March 31, 2021
<b>Revision Date:</b>	January 2025
<b>Review Date:</b>	January 2029
<b>Responsibility:</b>	Superintendent of Human Resources

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### Intended Purpose:

The Halton District School Board is committed to having a diversified and qualified teacher workforce with the necessary knowledge, skills and attributes to support and ensure students receive the best education and achieve their full potential. The intent of this Administrative Procedure is to ensure that the Halton District School Board's teacher hiring processes are fair, consistent and transparent, and that they promote a qualified and diverse workforce.

### Procedures:

The hiring process detailed in this Administrative Procedure applies to hiring to the occasional teacher (OT) roster, long term occasional (LTO) contracts, and permanent teaching positions. The Principal is responsible to hire for LTO and permanent teacher positions. The conditions as they relate to postings, hiring and teacher placement will be in accordance with the respective collective agreements. The expectations detailed in this procedure will complement existing parameters within collective agreements.

### 1. Conflict of Interest and Nepotism

Principals have an obligation to disclose any real or perceived conflict of interest resulting from a relationship with a candidate prior to participating in the screening or selection process in accordance with the Conflict of Interest in Hiring Practices Administrative Procedure. A relationship is defined as any relationship of the Principal to applicants of their immediate family whether related by blood,

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adoption, marriage, or common-law relationship, any relationship of an intimate and/or financial nature during the preceding five years, or any other past or present relationship that may give rise to a reasonable apprehension of bias, including a friend or individual where nepotism may exist or be perceived to exist.

## 2. Job Posting

### 2.1. Human Resources will:

- 2.1.1. Determine the job posting details for the OT roster;
- 2.1.2. Approve the job posting for a permanent or LTO vacancy;
- 2.1.3. Ensure the accuracy of the job posting details, including the OCT qualification requirements and additional qualifications, experiences or assets;
- 2.1.4. Verify the job posting details are bona fide and do not systematically discriminate on any of the protected grounds as outlined in the Ontario Human Rights Code;
- 2.1.5. Ensure the posting details are written with unbiased and inclusive language;
- 2.1.6. Post the vacancy to the board's electronic job posting and tracking system and/or the appropriate Google Group; and
- 2.1.7. Inform applicants that they may request an accommodation for the interview on any of the grounds outlined in the Ontario Human Rights Code.

### 2.2. The Principal will:

- 2.2.1. Request to the Human Resources - Staffing and Recruitment Officer (SRO) a job posting when a permanent or LTO vacancy exists;
- 2.2.2. Provide the relevant details of the vacancy;

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- 2.2.3. Confirm the OCT qualification requirements as set out in O.Reg. 298 and/or the relevant collective agreement for the position;
- 2.2.4. Consider the needs of the students and the community when developing additional qualifications, experiences or assets (e.g., additional OCT qualifications, teaching experiences, lived experiences, skill sets, backgrounds and varied work experience) sought for the position; and
- 2.2.5. Ensure the job posting details are bona fide and explicitly link to the duties and responsibilities of the position.

### 3. Screening Process

- 3.1. Human Resources will:
  - 3.1.1. Shortlist applicants and select those who best meet the details, as outlined in the OT roster job posting;
  - 3.1.2. Where the required skills, ability, and qualifications of candidates are relatively equal, select the candidate who self-identifies as a member of a historically under-represented group for an interview for the OT roster;
  - 3.1.3. Shortlist all applicants who meet the OCT qualification requirements as identified on the permanent or LTO job posting, and release the shortlisted applicants for the permanent or LTO positions to the Principal for review;
  - 3.1.4. Advise the Principal which applicants have voluntarily self-identified; and
  - 3.1.5. Provide a sample Resume Scoring Rubric (Appendix A) for a criteria-based evaluation of the resume.

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### 3.2. The Principal will:

- 3.2.1. Review the shortlisted applicants and select those who best meet the job posting details, as outlined in the permanent or LTO job posting;
- 3.2.2. Where the required skills, ability, and qualifications of candidates are relatively equal, select the candidate who self-identifies as a member of a historically under-represented group for an interview for the permanent or LTO job position;
- 3.2.3. Consider other factors, where applicable, such as early career teachers and teachers seeking career mobility;
- 3.2.4. Endeavor to verify there are no conflicts with the applicant's current timetable, when interviewing for a part-time assignment;
- 3.2.5. Score applicants' resumes, using a rubric and/or criteria;
- 3.2.6. Select a minimum of three to five of the top ranked applicants for an interview; and
- 3.2.7. Maintain a record of the resume scoring for three (3) years.

## 4. Interview Process

### 4.1. Human Resources will:

- 4.1.1. Provide interview questions and an Interview Scoring Rubric for a criteria-based evaluation of the interview for the OT roster interviews;
- 4.1.2. Establish Interview Team(s) for OT roster interviews that, where possible, reflects diversity and individuals who have the knowledge and experience, including lived experience, to reflect the needs and interests of communities in the board that have been under-represented during decision making processes; and

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- 4.1.3. Support applicant accommodation requests in accordance with processes and procedures and ensure the Principal is aware of the duty to accommodate.
- 4.2. The Principal will:
  - 4.2.1. For each permanent and LTO vacancy, determine a consistent structure for the interview process (e.g., interview question(s), a pre-interview question for presentation or submission at or prior to the interview, other assessment tools, etc.);
  - 4.2.2. Communicate to the candidates the interview time, date, location (virtual or in-person), and structure;
  - 4.2.3. Discuss candidate accommodation requests with the Staffing and Recruiting Officer and provide accommodations as required in accordance with process and procedures; and
  - 4.2.4. Form an Interview Team with a minimum of two administrators that, where possible, reflects diversity and individuals who have the knowledge and experience, including lived experience, to reflect the needs and interests of communities in the school that have been under-represented during decision making processes.
- 4.3. The Interview Team will:
  - 4.3.1. Develop the criteria and/or look-fors for the Interview Scoring Rubric for permanent and LTO positions;
  - 4.3.2. Score each candidate in the interview, using the same scoring rubric and structure; and
  - 4.3.3. Take interview notes and retain notes and scoring rubrics for three (3) years.

## 5. Selection and Notification

- 5.1. Human Resources will:

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- 5.1.1. Conduct reference checks for selected candidates for the OT roster;
- 5.1.2. Extend an offer of employment to successful candidates for the OT roster;
- 5.1.3. Inform unsuccessful candidates in the OT recruitment process;
- 5.1.4. Verify and approve the Principal's selected candidate for the permanent or LTO position.
- 5.2. The Interview Team will:
  - 5.2.1. Provide supporting interview documentation to Human Resources and recommendation for hire to the OT roster;
  - 5.2.2. Discuss candidates' ratings based on completed scoring rubrics and collaboratively determine the selected candidate(s); and
  - 5.2.3. Where the required skills, ability, and qualifications of candidates are relatively equal, select the candidate who self-identifies as a member of a historically under-represented group.
- 5.3. The Principal will:
  - 5.3.1. Complete reference checks on the selected candidate(s) for permanent and LTO positions;
  - 5.3.2. Seek approval from the SRO to extend an offer, as well as confirm the teacher's start date;
  - 5.3.3. Make a verbal offer of employment to the successful candidate, once approved by the SRO;
  - 5.3.4. Inform unsuccessful candidates in the interview process; and
  - 5.3.5. Provide feedback, on request, to internal candidates unsuccessful in the interview process, which may include details on their performance, measures the teacher may take

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to improve and/or other ways they may improve their chance of success in a similar process in the future.

### **6. Applicant Data Collection**

The HDSB will ask all teacher applicants to voluntarily provide demographic data at the time of application. Data from qualified and eligible applicants will be used to guide the selection and hiring decisions to address specific inequities and disproportionate representation in the workforce in accordance with the Board's Employment Equity Policy.

Applicants will be informed that information provided will be used to inform applicant hiring processes.

Questions asked of applicants will follow the standards set out in the Anti Racism Data Standards as per the Anti-Racism Act.

### **7. Monitoring and Evaluation**

The Human Resources department will monitor and evaluate the effectiveness of the Teacher Hiring Practices Administrative Procedure, with the goal of ensuring that the teacher workforce is diverse and reflective and representative of the students and communities within the Halton region through the completion of the staff census.

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### APPENDIX B

#### Template: Interview Scoring Rubric Sample

**Position:**

**Date:**

**Interviewer:**

**1 = Not Ready**

**2 = Approaching Readiness**

**3 = Meets Expectations**

**4 = Exceeds Expectations**

	Question 1	Question 2	Question 3	Question 4	Question 5	Comments
<b>Applicant Name</b>						
<b>Applicant Name</b>						
<b>Applicant Name</b>						
<b>Applicant Name</b>						
<b>Applicant Name</b>						

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### **Cross-Reference:**

#### **Legislation**

Ontario Human Rights Code  
O. Reg. 298

#### **Ministry Policy & Program Memoranda**

PPM 165 School Board Teacher Hiring Practices  
Anti-Racism Data Standards

#### **Board Policies, Procedures & Protocols**

Employment Equity  
Code of Ethics  
Employment of Relatives  
Recruitment Accommodation  
Conflict of Interest in Hiring  
Collective Agreements: ETFO, HEOT, OSSTF, OSSTF-OT

### **Revision History**

- January 2025 - minor changes and update to retention timeframe per legislation
- April 2021