

Equitable Recruitment

1.0 Objective

- 1.1. The District is committed to developing and implementing fair, consistent, inclusive, accessible, and transparent recruitment and hiring procedures and practices to support a qualified and diverse workforce with the knowledge, lived experiences, skills, and attributes to best serve students and contribute to meaningful learning, connected communities, and well-being.
- 1.2. The DDSB demonstrates this commitment by critically and intentionally identifying, preventing, and addressing discriminatory biases and barriers in recruitment-related practices to support equitable recruitment and employment experiences and outcomes, where all candidates are treated with dignity and respect.
- 1.3. Recruitment processes and decisions will comply with:
 - The Ontario Human Rights Code, Accessibility for Ontarians with Disabilities Act (AODA), and all other applicable legislation
 - Ministry of Education Policy/Program Memoranda
 - DDSB policies and procedures.
- 1.4. This procedure addresses: Candidates Attraction and Outreach, Posting Positions, Shortlisting Candidates for Selection Process, Selection/Interviewing Process, Securing Accountability, Conflict of Interest and On-Boarding Staff into new roles or positions.
- 1.5. This procedure is to be interpreted and applied in accordance with the District's commitment to promoting and upholding Indigenous rights, human rights, and accessibility in all of its learning and working environments. This includes anti-colonial, anti-discriminatory and anti-racist approaches, and actions to provide services and employment that are safe, welcoming, respectful, inclusive, equitable, accessible, and free from discrimination and harassment consistent with the, DDSB's Indigenous Education Policy, Human Rights, Anti-Discrimination and Anti-Racism Policy (the "Human Rights Policy", the Safe and Respectful Workplace and Harassment Prevention Policy, Accessibility Policy, and related procedures.
- 1.6. Indigenous Rights, Human Rights, Accessibility and Anti-Oppression
 - 1.6.1 Throughout all steps in the recruitment process (including job descriptions, outreach, postings, selection criteria, interviews and other assessment tools, reference checks, hiring decisions, and onboarding processes including criminal background checks), District staff involved in recruitment processes will incorporate, apply, and reflect Indigenous rights, human rights, accessibility, and anti-oppression principles, competencies, and approaches. This means that staff will:

- a. Treat all candidates with dignity and respect.
- b. Promote the District's commitment to Indigenous rights, human rights, accessibility, and anti-oppression.
- c. Proactively offer accommodation. If an applicant requests accommodation, hiring staff will engage collaboratively with the applicant, consider their Human Rights Code related needs on an individual basis, and meet the legal duty to accommodate where required.
- d. Reflect on their own identities and biases, and not make assumptions or stereotypes about candidates' identities, applications, qualifications, skills, or experiences.
- e. Consider individual, systemic, and unique factors and barriers for individuals and groups who are historically and currently discriminated against based on ancestry, race, ability, disability, neurodiversity, sex, sexual orientation, gender identity, gender expression, religion/creed, and all other Human Rights Code protected grounds and intersecting grounds.
- f. Make every effort to identify, prevent, and address potential biases and discriminatory and inequitable recruitment-related practices, processes, barriers and outcomes.
- g. Implement recruitment processes and initiatives in ways that align with Indigenous and human rights and responsibilities and that assess and address potential discriminatory impacts.

2.0 Definitions

In this procedure, A Conflict of Interest Hiring Form is to be completed for each job competition for which the individual is on the hiring panel where a "relationship" exists between themselves and any individual who is involved in the hiring exercise.

- 2.1 A "relationship" means any connection the employee has to individuals through:
- family whether related by blood, adoption, marriage, or common-law relationship.
 - an intimate and/or financial nature during the preceding five years; or
 - past or present private interests in connection with a candidate or applicant where their involvement in the hiring process could conflict with their duties.

3.0 Procedure

Principles for Equitable Recruitment that apply to all processes for hiring and promotion:

- a. All applicants will experience a recruitment process that is non-discriminatory, accessible, equitable, respectful, fair, consistent, and transparent, regardless of the position that is sought.

- b. Tools, training, and processes are in place to mitigate bias, stereotypes and assumptions and to help identify, address and prevent discrimination and barriers in the recruitment process.
- c. Job competitions are conducted within the parameters of the Collective Bargaining Agreements where applicable.
- d. The Equitable Recruitment Policy, Procedure, and Framework guidelines will be reflected in all aspects of the organization, for every job competition.
- e. People and Culture will be a resource to the organization to train, support, model and monitor for coherence and alignment with the procedure and framework expectations and to support accountability.

3.1 Resources and training will be provided for DDSB representatives on equitable and anti-oppressive recruitment and hiring and best practices.

Candidate Attraction and Outreach

- a. For competitions open to the public, outreach recruitment will be conducted to attract a diverse pool of qualified candidates that reflects the communities the DDSB serves.
- b. Outreach recruitment involves partnering with community groups, advertising beyond the Board's website, and intentionally creating inclusive advertising campaigns that invite and attract a diverse pool of qualified candidates with broad skills and lived experiences.

3.2 Posting Positions

- a. Requirements must be bona fide (means "good faith" or "genuine") and must not systemically discriminate against an individual or group based on any of the protected grounds (and combination of grounds) outlined in the Human Rights Code and the DDSB's Human Rights Policy.
- b. Job postings have consistent and complete information including information about the nature of the job, qualifications, and assets.
- c. All positions will be posted in accordance with timelines outlined in the Collective Agreement, where applicable.
- d. Where the collective agreement is silent on posting timelines, positions will be posted for a minimum of 5 business days or in mutual agreement with the applicable bargaining unit.
- e. All job postings will be written with inclusive, non-discriminatory language and follow a consistent format.
- f. Job postings may be made available in various forms of media (e.g. print, digital, etc.) upon request.
- g. All postings are to be reviewed by Recruitment prior to being posted to candidates.
- h. Postings are to include the DDSB's:
 - Land Acknowledgement
 - Indigenous rights and human rights statements

- Commitment statement on equitable recruitment
- Proactive offer of accommodation.

Shortlisting Candidates for Selection Process

- Criteria is established and used to screen application packages for shortlisting candidates.
- All qualified applicants will be reviewed for a specific posting.
- All requirements including preferred must be consistently applied to all qualified candidates.
- Candidates who meet the selection criteria shall be shortlisted to proceed to the next phase of the selection process.
- Where multiple candidates have met the selection criteria, any further shortlisting should be determined in collaboration with at least two (2) persons.
- At a minimum, 50% of the qualified applicants should be offered an interview. However, where there are more than eight (8) qualified applicants a minimum of four (4) applicants should be offered an opportunity to enter the selection process. The decision to select or not select a qualified applicant should be noted with a rationale.

3.3 Interview Process

3.3.1 Where possible, ensure hiring panels include individuals who have the knowledge and experience, including lived experience, to understand and reflect the needs and interests of communities in the board that have been historically or are currently under-represented in decision making.

- Selection teams shall be comprised at a minimum of two (2) people.
- All members of a selection committee must review the Equitable Recruitment Framework prior to conducting interviews.
- All hiring committee members are required to take complete interview and reference notes with clear, consistent scoring criteria.
- Each selection team will have a chairperson responsible for co-ordinating and facilitation of the competition.
- A scoring rubric shall be prepared in advance of the interview. All applicants must be asked the same questions and scored on the same rubric to ensure a fair and equitable process.
- Interview questions and scoring criteria are to be designed to assess the candidates' skills, experiences, and competencies to effectively identify and respond to the diverse identities, strengths, needs, interests, and experiences of DDSB communities.
- The hiring committee may consult with a subject specialist, who can contribute their expertise to the selection process in the development of interview tools and look-for/criteria.
- All candidates in a competition will experience a consistent process (for example, time

allocated, interview questions and format for the selection process). Any adjustments that are required to address accommodation needs under the Human Rights Code and AODA must be documented in the competition file, along with the rationale and without disclosing any confidential details about accommodation needs.

- i. The interview team should inform candidates in advance about the evaluation methods that will be used during the interview process (e.g., interview, presentation, written component).
- j. The interview team should proactively offer and notify candidates (in advance of the interview and before starting the interview) that accommodations can be made if required under the Human Rights Code and in compliance with the AODA.
- k. Each interview process is documented, and selection decisions and records are maintained by the selection committee chair for two (2) years.
- l. Upon completion of the selection process, communicate the outcome to each candidate individually (successful or not) before the successful candidate is publicly announced.
- m. A member of the selection team will complete reference checks on the selected candidate(s) and will share results with the selection team.
- n. Reference questions asked will only be related to the bona fide requirements of the job, will not create barriers, advantages or disadvantages, and diverse types of references (e.g., community/volunteer work instead of strictly formal employment) will be considered.

3.4 Securing Accountability

- 3.4.1 The DDSB will continue its efforts to collect voluntary recruitment and workforce data through a staff census and other data collection initiatives to help identify and address potential barriers and trends and to support its goals to have a workforce that reflects the diverse communities it serves.
- 3.4.2 Members of the recruitment team shall conduct regular reviews of job competition processes and outcomes to ensure adherence with expected practices for equitable recruitment and that the framework is meeting its goals. Workforce data will be used to show progress and/or to revise/enhance the framework, policy and/or procedure to support ongoing improvements and accountability.
- 3.4.3 Recruitment processes found to be non-compliant with the procedure may be interrupted or redirected by the Recruitment Manager in consultation with the Superintendent of People and Culture.
- 3.4.4 Internal candidates who are unsuccessful in a selection process can request feedback on all or any aspect of their process with a view for growth and improvement.

3.5 Conflict of Interest

- 3.5.1 The Conflict-of-Interest disclosure process involves the following:

Disclosing the Conflict of Interest

- 3.5.2 All employees have an obligation to disclose to their supervisor or People and Culture any conflict of interest in relation to any hiring exercise they are involved in. A Conflict of Interest Hiring Form (Appendix C) is to be completed for each job competition for which

the individual is on the hiring panel. This form will require the individual to declare the nature and extent of the conflict of interest no later than any meeting or process in which the individual participates, or to indicate that no conflict exists. Should a conflict exist, the individual must refrain from taking part in any discussion or decision-making in relation to the hiring process until a decision has been reached regarding the manner in which the conflict of interest will be addressed.

- 3.5.3 A Conflict of Interest involving an employee may also be reported to a supervisor or People and Culture by any other person. A report to a supervisor or People and Culture about the existence of a potential, apparent or actual conflict of interest shall be made in writing.
- 3.5.4 If the Supervisor or People and Culture 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.

Managing the Conflict of Interest

- 3.5.5 The Supervisor or People and Culture will investigate to determine if a Conflict of Interest exists. Where appropriate, they may consult with the individual and/or others.
- 3.5.6 If it is determined that a Conflict of Interest exists, the Supervisor or People and Culture shall resolve the matter as per 3.5.7 below and shall document, in writing, any remedies that have been applied.

Resolving Conflicts of Interest

- 3.5.7 If a supervisor or People and Culture determines that a Conflict of Interest exists, they will decide a course of action from the following options:
 - a. An individual with a conflict or an appearance of a conflict may be permitted to be involved in the hiring exercise but without participating in the final hiring decision; or
 - b. The individual with a conflict is replaced on the hiring panel; or
- 3.6 Any other remedy deemed appropriate under the circumstances and in line with the Equitable Recruitment Framework

On-Boarding Staff into new roles or positions

- 3.6.1 DDSB is committed to providing a structured onboarding experience that enables new employees to succeed in their roles. Onboarding activities will be tailored to the employee's role and may include role-specific procedure and training requirements.
- 3.6.2 Shared responsibilities for onboarding include:
 - a. On-boarding staff requires involvement from various departments within the board.
 - b. People and Culture: Oversees the hiring process and ensures all required documentation is completed.
 - c. Hiring Manager: Responsible for preparing the new hire's workspace, introducing the employee to the team, and providing role-specific training and performance expectations.
 - d. IT Department: Provides all necessary technology and access credentials.

- e. New Employee: Expected to participate fully in the onboarding process, complete all required forms and trainings, and ask questions as needed.

3.6.3 Onboarding is a critical process that sets the foundation for a new employee's success within the board. A well-structured onboarding experience helps employees feel welcomed, informed, and supported as they transition into their roles. It accelerates their ability to contribute effectively, fosters engagement and retention, and reinforces the board's values and culture. By investing in thoughtful onboarding, not only will it improve productivity and morale but also build a strong, cohesive workforce aligned with our long-term goals.

4.0 Reference Documents

4.1 Policies

- [Indigenous Education Policy](#)
- [Human Rights, Anti-Discrimination and Anti-Racism Policy](#)
- [Equitable Recruitment Policy](#)
- [Safe and Respectful Workplace Policy](#)
- [Accessibility Policy](#)

4.2 Other Documents

- [Criminal Background Checks Procedure](#)
- [Ontario Human Rights Code](#)
- [Ministry of Education- Policy/Program Memorandum 165](#)
- [Accessibility for Ontarians with Disability Act](#)

Appendix:

N/A

Appendix:

Appendix A: Conflict of Interest- Hiring Declaration Form

Appendix B: Equitable Recruitment Framework

Effective Date

2017-06-26

Amended

2025-05-DD

Conflict of Interest – Hiring Declaration Form

I, _____ am participating in the hiring exercise for posting
number _____ at location _____.

☐ I declare there is a conflict of interest in relation to the aforementioned job competition.

Please check all situations that apply and provide details in comments section below (including name of individual where relationship exists):

- ☐ family whether related by blood, adoption, marriage, or common-law relationship
- ☐ an intimate and/or financial nature during the preceding five years
- ☐ past or present private interests in connection with a candidate or applicant where their involvement in the hiring process could conflict with their duties
- ☐ Other- please explain _____

Comments:

A copy of this form is to be forwarded to your supervisor and the People and Culture department. You must refrain from taking part in any discussion or decision-making in relation to the hiring process until a decision has been reached regarding the manner in which the Conflict of Interest will be addressed.

A copy of this completed form must be included in the job competition file.



DURHAM DISTRICT SCHOOL BOARD

EQUITABLE RECRUITMENT FRAMEWORK



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EQUITABLE RECRUITMENT FRAMEWORK



To recruit, develop, support and inspire employees through positive, reliable, and respectful customer service and equitable practices in pursuit of high quality public education.

DURHAM DISTRICT SCHOOL BOARD

EQUITABLE RECRUITMENT FRAMEWORK

DELIVERABLES

- The DDSB employee cohorts will increasingly reflect the communities that are served by the DDSB.
- All applicants will experience a recruitment process that is accessible, fair, consistent and transparent, regardless of the position that is sought.
- Tools, training and processes are in place to mitigate bias in the recruitment process.
- Job competitions are conducted within the parameters of the Collective Bargaining Agreements where applicable.
- The Equitable Recruitment Framework guidelines will be reflected in all aspects of the organization, for every job competition.
- Human Resource Services will be a resource to the organization to train, support, model and monitor for coherence and alignment with the framework expectations.
- Processes and actions undertaken by all employees who are in a position to hire staff will comply with Ontario Human Rights Legislation.

