



REPORT TO

STUDENT ACHIEVEMENT AND WELL  
BEING, CATHOLIC EDUCATION AND  
HUMAN RESOURCES COMMITTEE

## FAIR PRACTICE IN HIRING AND PROMOTION POLICY METRIC 2022 - 2023

*"We are putting no obstacle in anyone's way, so that no fault may be found with our ministry."  
2 Corinthians 6:3*

Drafted

September 25, 2023

Meeting Date

October 5, 2023

Lynda Coulter, Executive Superintendent of Human Resources, Equity and  
Leadership

Margherita Di Fonzo, Senior Coordinator, Academic Services, Human Resources

### INFORMATION REPORT

**Vision:** *IN GOD'S IMAGE: Growing in  
Knowledge, with Justice and Hope.*

**Mission:** *Nurturing the faith development and academic  
excellence of our Catholic learning community through the  
love of God, neighbour, and self.*



MULTI-YEAR STRATEGIC PLAN  
2022 - 2025

IN GOD'S IMAGE: Growing in Knowledge, with Justice and Hope



Brendan Browne  
Director of Education

Adrian Della Mora  
Associate Director of Academic  
Affairs & Chief Operating Officer

Derek Boyce  
Associate Director of Corporate  
Services and Chief Commercial Officer

Ryan Putnam  
Chief Financial Officer and Treasurer

## **A. EXECUTIVE SUMMARY**

The TCDSB is committed to hiring and promoting the best, most qualified individuals, supportive of its Multi-Year Strategic Plan, subject to its denominational rights and in accordance with the Ontario *Human Rights Code*. The process of recruitment, selection, and promotion at TCDSB is based on ability and qualifications and is conducted in a fair and transparent manner that is free from discrimination, nepotism, and cronyism.

This report provides an annual statistical summary of Human Resources recruitment activity at the TCDSB from September 2022 to June 2023. It also highlights the results of the annual Employment System Review and the constructive action taken “to address the gaps and barriers, including workplace culture and attitudinal barriers, to a diverse and inclusive workforce and work environment.” Fair Practice in Hiring and Promotion H.M. 40 (Evaluation and Metrics)

**The cumulative staff time required to prepare this report was 20 hours.**

## **B. PURPOSE**

1. In alignment with the principles of the Fair Practice in Hiring and Promotion Policy (H.M. 40), the Director of Education has committed to providing an annual recruitment statistical report to the Board.

## **C. BACKGROUND**

1. The staffing actions reflected in this report pertain to the external recruitment and selection of new employees during the academic school year. Staffing actions such as the hiring of teachers at the school level for long term occasional teaching assignments and permanent positions are not included in this report since they are prescribed by the terms of the applicable collective agreement.

## D. EVIDENCE/RESEARCH/ANALYSIS

1. **Employment System Review** - The Human Resources (HR) department in partnership with ICT Services has engaged the services of Deloitte to develop a new HR system strategy and assist with the creation of an RFP for a modern HRIS (Human Resources Information System). The system will include a streamlined recruitment and onboarding platform that should significantly improve the speed of recruitment, expand the pool of diverse applicants to all TCDSB positions and ensure greater accuracy of reports that include tracking an applicant's experience through the hiring process.
2. HR staff continue to work on ways to diversify the TCDSB workforce. While the number of racialized and disabled applicants to the Board continues to increase year over year, like all employers within the province we are reliant on applicants' self-declaring when they apply to a job posting.
3. If the information is not voluntarily shared, it is difficult to collect accurate data that reflects diverse and differently abled candidates' experiences with the Board's recruitment processes from beginning to end. Staff will continue to investigate ways to eliminate barriers that may exist within the recruitment process for members from underrepresented communities and promote the value of self-declaration.
4. **Transparent Recruitment Practices** - The HR department continues to utilize recruitment practices that are open and transparent. Positions are advertised on numerous channels including the Board's website via the Director's Bulletin, Apply to Education, LinkedIn and Indeed (Online job posting sites). Other transparent practices include the provision of assessed competencies to all candidates during interviews.
5. **Application Review** – Standardized procedures, manual in nature until the new online recruitment technology is in place, continue to be used to scrutinize employment applications. These procedures include the use of a template that reflects the required criteria of the position in question relative to the applicant's experience as documented in their application.

6. **Hiring Responsibilities and Conflicts of Interest** – As a standard practice, all interview panel members continue to be required to sign a form indicating that they had no conflicts of interest when discharging their responsibility as a member of an interview panel.
7. **Unsuccessful Applicants** – Applicants who are unsuccessful in their attempt to secure employment with the Board were afforded, subject to the Fair Practices in Hiring and Promotion policy, the opportunity for feedback upon request.
8. **Equity Open House** – HR staff are partnering with the Superintendent of Equity, Diversity, Indigenous Education and Community Relations on the implementation of the TCDSB's Equity Action Plan (EAP). One of the many initiatives that involve human resources and one which is expected to support the outcomes of the EAP is an Open House on October 18, 2023. Members of the Black, Indigenous and LGBTQ+ communities are invited to visit the Catholic Education Centre to meet with Board staff to learn about the variety of employment opportunities available. Visitors to the open house will be encouraged to apply to the Board for consideration for future jobs.

## **E. METRICS AND ACCOUNTABILITY**

1. All TCDSB employment postings include a provision for applicants to self-identify as a member of one or more underrepresented groups. Further, all postings also offer upon request accommodations to the hiring process as may be required by applicants. A review of the diversity and inclusion statement along with the barrier free recruitment and selection statement was recently undertaken by HR staff. See below for the updated statements that appear on all TCDSB postings:

### **Diversity and Inclusion:**

*The TCDSB is committed to fostering a diverse workforce. We especially welcome applications from individuals who would contribute to the further diversification of our staff, including but not limited to, those who are Indigenous, Black, 2SLGBTQ+, and racialized. You are invited to voluntarily indicate if you identify as such a person. This information will be kept confidential.*

**Barrier-Free Recruitment and Selection:**

*The TCDSB is committed to creating an accessible and inclusive organization. We are committed to providing barrier-free and accessible employment practices in compliance with the Accessibility for Ontarians with Disabilities Act (AODA). Should you require code protected accommodation through any stage of the recruitment process, please make them known when contacted and we will work with you to meet your needs. Disability-related accommodation during the application process is available upon request. Learn more about the TCDSB Fair Hiring Policies and Accommodation Process. <https://5il.co/1dkld>*

- The following statistical data reflects the work of recruitment staff who are tasked with finding individuals to fill a variety of TCDSB positions. Data from the 2022-2023 school year followed by the data from the 2021-2022 school year has been included for comparison purposes.

**ANNUAL RECRUITMENT STATISTICS**  
**SEPTEMBER 2022 TO JUNE 2023**

| <b>Group</b>                         | <b>Candidates Interviewed</b> | <b>Successful in Interview</b> | <b>Unsuccessful in Interview</b> | <b>Debriefs Granted</b> |
|--------------------------------------|-------------------------------|--------------------------------|----------------------------------|-------------------------|
| Occasional Teachers                  | 292                           | 265                            | 27                               | 0                       |
| Caretakers                           | 15                            | 14                             | 1                                | 0                       |
| Secretaries                          | 175                           | 157                            | 18                               | 0                       |
| Designated Early Childhood Educators | 9                             | 8                              | 1                                | 0                       |
| Educational Assistants               | 227                           | 190                            | 35                               | 0                       |
| Library Technicians                  | 11                            | 7                              | 4                                | 0                       |
| Non-Union                            | 153                           | 49                             | 104                              | 3                       |
| APSSP                                | 30                            | 19                             | 11                               | 0                       |
| Uncertified French Teachers          | 7                             | 6                              | 1                                | 0                       |
| Uncertified Music Teachers           | 1                             | 1                              | 0                                | 0                       |
| <b>Totals</b>                        | <b>920</b>                    | <b>716</b>                     | <b>202</b>                       | <b>3</b>                |

**ANNUAL RECRUITMENT STATISTICS**  
**SEPTEMBER 2021 TO JUNE 2022**

| <b>Group</b>                         | <b>Candidates<br/>Interviewed</b> | <b>Successful<br/>in<br/>Interview</b> | <b>Unsuccessful<br/>in Interview</b> | <b>Debriefs<br/>Granted</b> |
|--------------------------------------|-----------------------------------|--|--------------------------------------|-----------------------------|
| Occasional Teachers                  | 336                               | 305                                    | 31                                   | 0                           |
| Caretakers                           | 184                               | 143                                    | 41                                   | 0                           |
| Secretaries                          | 141                               | 132                                    | 9                                    | 0                           |
| Designated Early Childhood Educators | 55                                | 44                                     | 11                                   | 0                           |
| Educational Assistants               | 117                               | 108                                    | 9                                    | 4                           |
| Library Technicians                  | 10                                | 9                                      | 1                                    | 0                           |
| Non-Union                            | 108                               | 27                                     | 81                                   | 7                           |
| APSSP                                | 40                                | 20                                     | 20                                   | 0                           |
| Uncertified French Teachers          | 12                                | 10                                     | 2                                    | 0                           |
| Uncertified Music Teachers           | 0                                 | 0                                      | 0                                    | 0                           |
| <b>Totals</b>                        | <b>1003</b>                       | <b>798</b>                             | <b>205</b>                           | <b>11</b>                   |

**F. CONCLUDING STATEMENT**

This report is for the information of the Board of Trustees.