



KAWARTHA PINE RIDGE DISTRICT SCHOOL BOARD

POLICY STATEMENT

Policy Name: Careers (Recruitment, Staffing, Teacher Hiring Practice, Talent Development, Retirement and Resignation)

Policy Code: HR-1.0

Section: Human Resources

Established: June 18, 2024

Revised or

Reviewed:

This policy addresses the following subject areas:

[Recruitment \(Selection and Appointment\)](#)

[Staffing](#)

[Teacher Hiring Practice](#)

[Talent Development](#)

[Retirement and Resignation](#)

1. POLICY STATEMENT

The achievement of the Board's priorities and goals is dependent on the recruitment and conscientious growth of staff talent and capacity. Establishing a strong and diverse workforce increases student success and well-being while building confidence in public education.

The implementation of formal non-discriminatory and inclusive human resources policies and practices, increased transparency, and consistent human resources practices strengthens confidence of staff that they are being treated in a fair and equitable manner. The creation and reinforcement of a work environment in which all employees feel valued and safe, and are treated fairly and with respect, results in increased morale and quality of service delivery.

2. OBJECTIVE

The goal of this policy and accompanying administrative regulations is to deliver a supportive and welcoming experience for candidates and staff at every checkpoint of their careers with KPR. This goal is achieved by continually evolving the work environment and organizational culture of the Board to foster: an increase in the diversity of the workforce, safety and inclusivity, the creation and maintenance of equitable recruitment/hiring/staffing-based policies and practices, and investment in the development of staff.

3. DEFINITIONS

Administrative Official

For purposes of this policy, administrative official shall mean the positions of Director of Education and Secretary, superintendent, principal, vice-principal, manager or supervisor.

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.

Designate

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

Employees

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

Immediate Family Member

Includes, but is not limited to, spouse, parent, child, sibling, grandparent/grandchild, and/or in-law, foster, step, or family of choice equivalent as appropriate.

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.

4. APPLICATION

This policy applies to the Human Resource Services department, all prospective, current, and former employees, and all employees of the Board who support and/or engage in aspects of an employee's career life cycle spanning from recruitment, talent development and performance management, to retirement and/or resignation.

5. RESPONSIBILITY

- 5.1 The Superintendent of Human Resource Services has responsibility for the maintenance and implementation of this policy.
- 5.2 The Director of Education is responsible to allocate staff and resources to support this policy and associated administrative regulations.
- 5.3 Trustees, senior administration, principals, vice-principals, managers and supervisors are responsible for performing the duties and tasks in a manner that furthers the objectives of the policy and administrative regulations.
- 5.4 The Superintendent of Human Resource Services, or designate, is responsible for the administration of the policy and administrative regulations.
- 5.5 All staff are responsible for conducting themselves in a manner that aligns and furthers the objectives of the policy and administrative regulations.

6. POLICY

The operation of this policy will adhere to the principles in all policies and administrative regulations, with particular emphasis on Board Policy B-3.2, Equity, Diversity and Inclusion.

6.1 Recruitment (Selection and Appointment)

The Kawartha Pine Ridge District School Board recognizes the importance of attracting and appointing to positions, quality candidates with particular focus on student achievement. We believe that it is essential to have a fair, equitable and comprehensive recruitment and selection process. The Board is committed to having staff reflective of the diversity of the student population it serves, which includes the recruitment and outreach of Indigenous candidates as well as candidates from equity-seeking groups.

The Board of Trustees will be responsible for the appointment to the position of Director of Education and Secretary of the Board. The Board of Trustees and the Director of Education will be responsible for appointments to positions of Superintendent. Appointment to all other positions is the responsibility of the Director of Education or designate.

- 6.1.1 Appointment to the Positions of Principal and Vice-principal, Teacher, Administrative and Leadership Positions, and Operations and Program Service and Support Positions

- 6.1.1.1 The process for appointment to the positions of principal and vice-principal, teacher, administrative and leadership positions,

and operations and program service and support positions will be as set out in Administrative Regulation HR-1.0.1, Recruitment, Hiring and Employment.

- 6.1.1.2 Appointments to the position of principal and vice-principal will be reported to the Board of Trustees.
- 6.1.1.3 A report on location placement for the positions of principal and vice-principal will be made in an information Personnel Report – Staff Changes.
- 6.1.1.4 Appointments to positions made by administration will be reported to the Board of Trustees in the Personnel Report – Staff Changes.

6.1.2 Relatives of Administrative Staff and Board Members

- 6.1.2.1 It is the policy of the Board, in the recruitment to the Board of new employees, in making internal appointments, and in effecting internal transfers of employees, to avoid situations where an administrative official or a trustee has decision making responsibility for such recruitment, appointment, or transfer involving the administrative official's or the trustee's immediate family member. Accordingly, administrative officials and trustees may not participate in the process for such recruitment, appointment, or transfer where a member of the immediate family is an applicant or candidate. However, a candidate shall not otherwise have their employment opportunity limited solely on the basis of their relationship with an administrative official or a trustee.
- 6.1.2.2 It is the policy of the Board to avoid situations where an administrative official has direct supervisory responsibility for the administrative official's immediate family member.
- 6.1.2.3 Where the immediate family member of an administrative official or a trustee is recommended for appointment as a new employee, or to a position of responsibility requiring the approval of the Board of Trustees, the relationship shall be noted in the recommendation to the Board of Trustees.

6.1.3 Succession Planning

The Board supports the development and use of the Board's Succession and Talent Development Plan for all employee groups.

6.2 Staffing

The Kawartha Pine Ridge District School Board recognizes that the annual allocation of staff and services to schools is a significant component of its operation, and effective administration of staffing is essential to ensure continuity and to minimize disruption of program.

It is the policy of the Board to staff schools each year on the most fair and equitable basis possible,

The appropriate superintendent will, in consultation with principals and/or managers, make provision for the allocation of staff to schools in accordance with Ministry of Education legislated requirements, the funding formula set out by the government of the Province of Ontario, the Board's approved operating budget, and/or the provisions of a collective agreement.

Where appropriate, under the terms of the elementary or secondary teacher collective agreements, a staffing committee for each group, consisting of representatives of administration and the union will review the various aspects of staffing as set out in the respective collective agreement.

It is also the policy of the Board to staff Education Centre operations, Education Centre resources staff, and school operating support as required on the most equitable basis possible in accordance with Ministry of Education legislated requirements, the funding formula set out by the government of the Province of Ontario, the Board's approved operating budget, and/or the provisions of a collective agreement.

6.3 Teacher Hiring Practice

The Kawartha Pine Ridge District School Board recognizes the importance of inspiring our students to excel in learning, succeed in life, and enrich our communities. We believe it is critical to have a well-prepared, qualified and diverse teacher workforce with the knowledge, skills, and competencies needed to ensure that all students reach their full potential, regardless of their background or social identity.

The Kawartha Pine Ridge District School Board understands the importance of the development and implementation of fair, consistent, and transparent teacher hiring practices and processes. Further, the Board is committed to the removal of barriers and hiring of groups which experience persistent and systemic discrimination in the labour market: namely Indigenous peoples, racialized people, persons with disabilities, and 2SLGBTQ+ people.

The operation of this policy will adhere to the guidelines outlined in the Ministry Policy and Program Memorandum 165, School Board Teacher Hiring Practices,

and upholds the principles mandated in Regulation 298, Operation of Schools – General, R.R.O., 1990, including those related to teacher qualifications and providing the best possible education program for students.

The operation of this policy will adhere to the principles in all policies and administrative regulations, with particular emphasis on Board Policy B-3.2, Equity, Diversity and Inclusion.

The following inter-dependent components are critical in the Board’s teacher hiring:

- Qualifications and Merit
- Diversity, Equity and Human Rights
- Employment Mobility
- Fairness and Transparency
- Monitoring and Evaluation

6.4 Talent Development (Staff Development and Performance Management)

6.4.1 Staff Development

The Board is committed to providing a supportive and dynamic work environment through the provision of staff development programs. The Board recognizes that dividends accrue to the system when staff are involved in courses, training and other growth opportunities which enable them to improve their effectiveness or to develop new and upgraded skills.

The Board encourages and supports the personal and professional growth of its employees as they work cooperatively to achieve Board goals as guided by the following principles of staff development:

- a) to better meet the needs of our students, staff development is linked to the Board’s direction, goals and strategic plan;
- b) effective staff development has clear, ongoing organizational support and commitment;
- c) staff development is a responsibility shared by the individual and the organization;
- d) managers/principals/supervisors are encouraged to identify staff with the desire and potential to assume administrative positions/leadership roles and to broaden the qualified pool of candidates; in doing so, managers/principals/supervisors are encouraged to identify Indigenous staff and those from the equity-seeking groups when

identifying and supporting those with the potential to assume administrative positions, in order to diversify the qualified pool of candidates;

- e) staff development fosters growth through ongoing commitment and involvement of all employees;
- f) learning is a life-long process;
- g) opportunities for staff development are valued for all employee groups;
- h) managers/principals/supervisors are expected to encourage lateral mobility to broaden experience of staff;
- i) staff development incorporates a variety of methods of delivery;
- j) the organization recognizes and utilizes its own experts from within wherever possible;
- k) managers/principals/supervisors are expected to encourage the development of a variety of skills in non-traditional areas;
- l) appropriate information about staff development activities should be communicated to all employees to the extent possible;
- m) effective staff development embraces the principles of adult learning;
- n) consideration be given to the development needs of employees who are returning from long leaves of absences;
- o) the process of staff development includes constant review, evaluation and adjustment; and
- p) partnerships with other organizations will be encouraged as appropriate.

6.4.2 Performance Management

The Kawartha Pine Ridge District School Board will conduct performance appraisals in accordance with the direction and timelines outlined in all relevant acts and regulations.

KPR is committed to conducting performance appraisals equitably and in a non-discriminatory manner that does not disproportionately

disadvantage Indigenous employees or those from the equity-seeking groups.

Further, KPR is committed to providing accommodations so that employees with disabilities are able to fully participate in the performance appraisal process.

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.

KPR will develop appropriate and accessible training and reference materials for employee performance appraisals that will outline the operational processes involved for each employee group. 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.

6.4.2.1 The Board believes that the purpose of employee performance appraisal is to:

6.4.2.1.1 provide for fair, effective, consistent and comprehensive employee evaluation which enables employees to reflect on practices and to be appraised relative to performance;

6.4.2.1.2 support all employees with carrying out their responsibilities in a cooperative and professional manner, working in compliance with Board policy and administrative regulations, the Education Act and other related legislation; and

6.4.2.1.3 recognize that an engaged and effective staff across the organization promotes the Board's vision for leadership and creates an environment where students are inspired to excel in learning.

6.4.2.2 The Board believes that employee performance appraisal should be based upon the following guiding principles:

- 6.4.2.2.1 employee performance appraisals are a key component of a culture of coaching and ongoing feedback;
- 6.4.2.2.2 employee professional learning, leadership development and performance appraisal processes promote continuous improvement and engagement for all employees;
- 6.4.2.2.3 employee performance appraisals shall reflect the duties and expectations in accordance with the Education Act, the Ministry of Education's and the Board's regulations and guidelines, and current job descriptions on file in Human Resource Services;
- 6.4.2.2.4 employees' professional growth through reflective performance appraisal contributes to school improvement and system effectiveness, helps support staff meet the expectations of their role and helps teachers meet the Ontario College of Teachers' Standards of Practice;
- 6.4.2.2.5 employees shall accept responsibility to develop professional effectiveness, in response to the needs of an ever-changing society and demonstrate that working within a school system is a life-long growth experience;
- 6.4.2.2.6 appraisals completed beyond the minimum requirements will be conducted based upon issues of performance and/or granted request; and
- 6.4.2.2.7 The process shall:
 - 6.4.2.2.7.1 create a climate of mutual support and assistance,
 - 6.4.2.2.7.2 provide opportunities for growth for employees and evaluators,
 - 6.4.2.2.7.3 clearly state the frequency and process components so that employees have advanced notice and know when to expect their performance appraisal, including an opportunity for employees

to monitor their own performance accordingly and prepare for the appraisal, and

- 6.4.2.2.7.4 incorporate an appeal process that is fair and supportive.

6.5 Retirement and Resignation

The Board recognizes the significance of retirement for employees and appreciates the contribution of those who have given long and faithful service and who have left a legacy of excellence for those who follow.

Retirement and resignation for all employees will comply with legal and contractual requirements.

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

Administrative regulations will reflect the philosophy of this policy and will facilitate its administration.

7. 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](#)

Administrative Regulations:

[HR-1.0.1, Recruitment, Hiring and Employment](#)

[HR-1.0.2, Staffing](#)

8. REFERENCE DOCUMENTS

Legislation:

[Accessibility for Ontarians with Disabilities Act](#)

[Education Act](#)

[Human Rights Code](#)

[Ontario Regulation 298: Operation of Schools – General](#)

Other Documents:

[Ministry of Education, Policy and Program Memoranda 165, School Board Teacher Hiring Practices](#)