



OTTAWA-CARLETON
DISTRICT SCHOOL BOARD



Equitable Recruitment Framework



“What drew me to the OCDSB was their commitment to continuous innovation — to listen, learn and adapt to best support our community.”

— **Natasha**, Human Resources Officer,
Recruitment and Staffing Division

**People, Culture and Leadership
Department, 2022–2023**

Overview

The Ottawa-Carleton District School Board (OCDSB) is engaged in implementing equitable practices in recruiting, developing, supporting and inspiring current and future OCDSB employees. The foundation of the OCDSB equitable recruitment strategy is grounded in six (6) priority areas that comprise the **Equitable Recruitment Framework**:

1. **Talent Identification and Recruitment**
2. **Posting Positions**
3. **Shortlisting Process**
4. **Selection Process**
5. **Onboarding Process**
6. **Securing Accountability**

Talent Identification and Recruitment

Identifying and recruiting talented individuals to work in our organization will involve intentional actions to attract and retain diverse candidates to job and promotional opportunities. This includes ensuring that whenever possible, our employees' identities are representatives of the identities of the student's we serve across all positions and leadership levels. Specific actions include:

- Ensuring that employment processes are open to the public, designed and actioned to attract a diverse pool of qualified candidates reflective of our school communities and/or to reach applicants with specialized skills or training.
- Recruitment strategies may include posting on the electronic applicant tracking system and District website, on additional relevant search engines and websites, career/job search platforms and social media; attending job fairs and other recruitment events.
- Partnering with relevant community groups, agencies and organizations to ensure advertising beyond the Board's website, and specifically engaging diverse candidate groups.
- Ensuring diversity, where possible, among representatives participating in recruitment initiatives, such as career fairs, on behalf of the District.
- Providing training for District leaders and hiring managers on equitable recruitment best practices.
- Ensuring that job postings have a consistent format and complete information including details about the nature of the job, qualifications and assets.
- Ensuring that all aspects of **Talent Identification and Recruitment** comply with the OCDSB Equitable Recruitment, Hiring and Promotion [Policy](#) and [Procedure](#), OCDSB Human Rights [Policy](#), the *Ontario Human Rights Code* and all related human rights and accessibility legislation.

1. Posting Positions

Posting of both internal and external job opportunities will be done with consistency and include intentional statements of how the organization seeks and values diverse candidates representative of our school communities. Specific actions are identified below.

Position Development:

- Job postings will include only legitimate job requirements and competencies that are directly and objectively linked to the duties and responsibilities of the advertised position.
- All District job postings will have a consistent format and complete position description including information about the nature of the job, required qualifications and assets to ensure consistency.
- When developing the qualifications, skills and experiences (including professional, lived and additional experience) being sought for a position, consideration will be given to the approved job description; how the position contributes to student well-being and achievement; the needs of the department/school including any linguistic and cultural competencies that will better serve the population; succession planning considerations; specific legislative or regulatory requirements (eg. professional colleges, OCT designation); and the collective agreement, where applicable and appropriate.
- Postings will invite applicants to share additional experiences including lived experiences, skills, backgrounds, perspectives, and work experience that will add value to the role and use language that is inclusive and demonstrates an awareness of bias.
- Postings will invite Indigenous, racialized and/or minoritized candidates to self-identify in their application materials.
- All postings will include an expectation that the candidate demonstrates equitable competencies and an ability to understand and respond to the needs of diverse students, families and communities and colleagues.

Posting Access:

- At least one accessible and no cost application method or service will be available for all job competitions.
- Internal vacancies will be posted on the District's electronic job posting and applicant tracking system. Vacancies open to external applicants will be posted on the Board's website, and on other platforms and search engines to attract a diverse pool of qualified applicants.
- Job postings may be made available in various forms of media (eg. print, digital) upon request, and must comply with human rights and accessibility legislation and collective agreement requirements.
- All postings will include the following equity statement: *"OCDSB employees serve students, colleagues, families and community partners. We invite people of all abilities, orientations, faiths, ethnicities, races, genders and ages to join us as we create learning and working spaces that honour the unceded and unsundered land of the Algonquin people, and respect, value and increasingly reflect the diversity of*

Ottawa. Your lived experience is an essential contribution to deliver the education every student deserves with dignity.”

- All postings will include the following accessibility statement: “If you require accommodations at any point in the selection process, please send an email to SystemLeadershipPositions@ocdsb.ca at any time.”
- All aspects of **Postings** will comply with the OCDSB Equitable Recruitment, Hiring and Promotion [Policy](#) and [Procedure](#), OCDSB Human Rights [Policy](#), the *Human Rights Code* and all related human rights and accessibility legislation.

2. Shortlisting Process

Shortlisting criteria ensure standards of practice that result in the fair and equitable selection of potential candidates. In order to minimize bias, shortlisting standards shall be established using the principles of equity in advance of any job posting. Specific actions are identified below.

Selection Criteria:

- Criteria is established and used to screen application packages for shortlisting candidates.
- Initial screening of applicants will be based on any regulatory requirements in the posting and in accordance with any collective agreement requirements. Applicants who do not meet the regulatory requirements will not be shortlisted. Where positions are posted to external applicants, including long term occasional (LTO) and term assignments, shortlisted external applicants may be released to the hiring manager only after review by HR Services. This will ensure the order of consideration of applicants is aligned with collective agreement requirements.
- Applications that pass the initial screening will be evaluated for shortlisting by HR Services and/or the Hiring manager. Hiring managers, in consultation with HR Services, will establish selection criteria to screen application packages for shortlisting. Although regulatory qualification requirements must be adhered to, applicants’ additional experiences and lived experience must also be valued when developing selection and evaluation criteria. This is aligned with OCDSB’s goal of increasing representation of diverse lived experiences and perspectives in our workforce.
- Selection criteria and screening tools and rubrics for assessment shall be developed in collaboration with at least two (2) persons who are connected to the selection process.

Assessing Candidates:

- Applicants whose application packages best meet the selection criteria will be shortlisted to proceed to the next phase of the selection process. Where multiple applicants have met the selection criteria, any further discretionary shortlisting must be finalized in collaboration with at least one other person connected to the process.
- Where the required skills, ability, experience (valuing professional, lived and additional experience), and qualifications of candidates are relatively equal, other factors to consider include: voluntary self-identification as a member of an under-represented group; and/or the importance of providing opportunities for new

graduates, including those who have been working in long term assignments in anticipation of securing a permanent position.

- Where possible, a minimum of three (3) qualified applicants should be offered an interview, or selected to proceed to the next phase of the process. In the event only one qualified applicant applies, the candidate should be interviewed to confirm their suitability for the position based on the identified requirements and competencies.
- All aspects of the **Shortlisting Process** will comply with the OCDSB Equitable Recruitment, Hiring and Promotion *Policy* and *Procedure*, OCDSB Human Rights *Policy*, the *Human Rights Code* and all related human rights and accessibility legislation.

3. Selection Process

The selection process will be thorough and ensure equitable standards of practice are designed formally and understood in advance of assessing candidates for selection. Specific actions are identified below.

Before the Selection Process:

- Selection panels will be composed of a minimum of two (2) people.
- Selection panels will, where possible, intentionally and explicitly reflect a diversity of lived experiences and identities, as well as a diversity of: skill sets, educational backgrounds; and professional backgrounds.
- At a minimum, at least one (1) member of a selection committee shall have completed equitable recruitment training.
- Each selection panel will have a chairperson or hiring manager responsible for coordination, facilitation, documentation and adherence to the expectation outlined in this framework.
- HR Services will monitor selection processes for accountability and provide technical advice and support as required through the process.
- Consultation with or participation by a subject specialist, who will contribute their expertise to the selection process, interview tools, and look-fors/criteria for success will be accessed, when required.
- Selection processes will normally include an interview, and may include additional assessments (eg. written or knowledge-based assignment or test, case study, presentation, hands-on task, or demonstration).
- The hiring panel, with support from HR Services, will be responsible for developing appropriate assessment tools, as applicable, including interview questions, interview assessment forms, and reference check questions to ensure that they reflect the requirements outlined in the posting, and the selection criteria for each job.
- Accommodations based on Protected Grounds will be made at each step of the hiring process to ensure the process is equitable for all applicants.
- All candidates will experience the same process (eg. time allocated for interview, interview questions and format for the selection process, etc.), subject to the obligation to provide accommodations.

- Selection processes must include an opportunity to assess candidates' ability to work with diverse student, co-worker and/or community populations (eg. through an interview question, an element of a case study, or other written assessment).
- The chairperson will ensure that the selection process is explained to each candidate, including introducing the members of the selection panel, communicating timelines, reference check process and communication of outcomes.

At the end of the Selection Process:

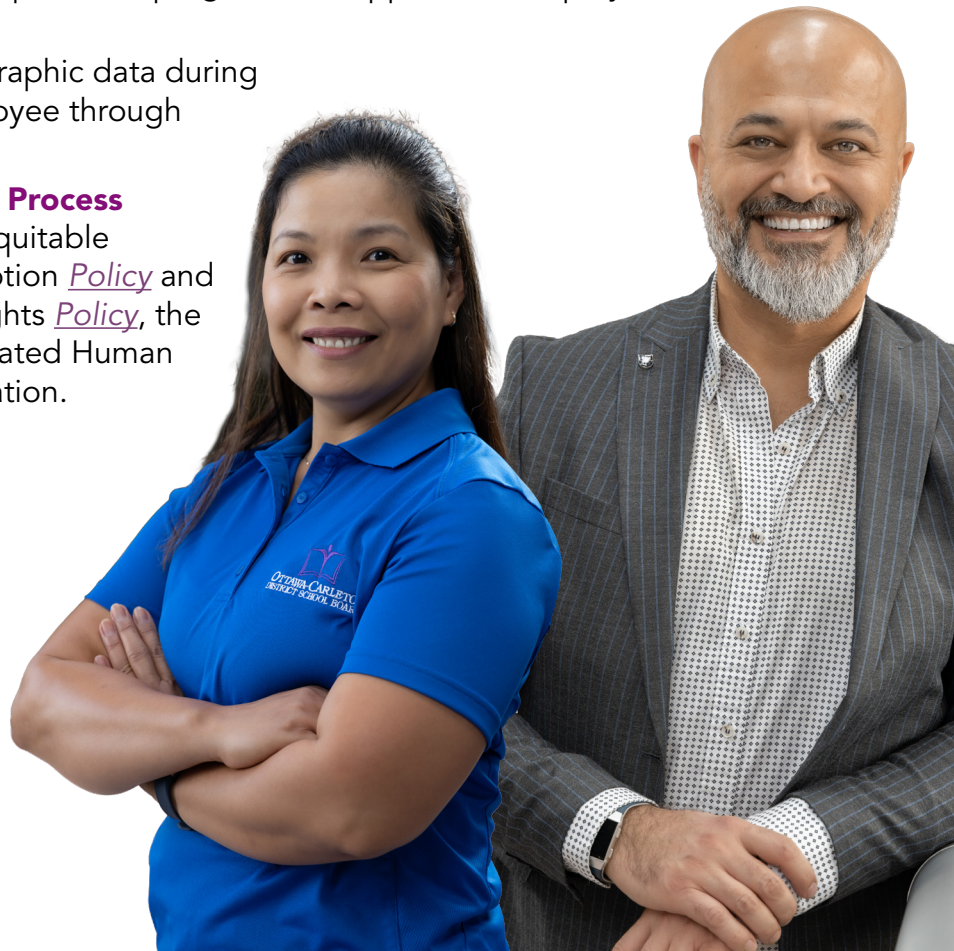
- The chairperson will ensure that a minimum of two (2) reference checks have been conducted for the candidate who is being recommended for the position.
- Indigenous, racialized and/or minoritized candidates, being considered for selection on an identity-specific position under the special provisions of the *Human Rights Code* - will be invited to provide a community member reference to speak to lived experience and community connection.
- Once the hiring manager has identified a recommended candidate, they will contact HR services to confirm the start date and salary level.
- Upon completion of the selection process, a member of the hiring panel will communicate the outcome to the successful candidate and will notify unsuccessful shortlisted candidates.
- HR Services will provide the successful candidate with a written offer of employment.
- Successful self-identifying Indigenous, racialized and/or minoritized candidates will have lived experience, supported by their community reference, considered when reviewing candidates on the salary grid for step placement, as applicable.
- Upon request, applicants who are interviewed but not offered a position will be provided with an opportunity for a debrief, which will include constructive feedback offered by at least one (1) member of the hiring panel, including, where possible, specific steps that the applicant may wish to take to improve their chance of success in a similar process in the future.
- All selection process documentation will be forwarded to HR Services in an electronic format and retained for a period of at least one (1) year.
- All aspects of the **Selection Process** will comply with the OCDSB Equitable Recruitment, Hiring and Promotion [Policy](#) and [Procedure](#), OCDSB Human Rights [Policy](#), the *Ontario Human Rights Code* and all related Human Rights and Accessibility Legislation.



4. Onboarding Process

Onboarding of new candidates will provide opportunities for success in their role and ensure that they are adequately trained on the equitable practices within the District. Specific actions include:

- Ensuring that new employees receive a welcoming introduction to the District and are provided with the information, tools and access required to be successful in their positions.
- New employees will complete mandatory and discretionary training modules as per the District's policies and procedures and legislative requirements.
- Diversity training will be included as part of the onboarding process and as a requirement for promotion.
- Providing opportunities for connecting with the Leadership and Staff Development team and mentoring programs for newly-hired employees, where available.
- Asking the employee whether they require any accommodations, including for disability, gender identity, religious or creed-based beliefs or any other grounds.
- Providing information about spaces for cultural gathering, prayer, and spiritual reflection (eg. smudging), where available.
- Sharing procedure [PR.667.HR Religious or Creed Based Accommodation For Employees](#) to ensure new employees are informed about accessing accommodations and leave days to acknowledge religious holy days or days of significance (eg. National Day of Truth and Reconciliation).
- Providing new employees with information about professional development opportunities, including those specific to programs or supports for employees that represent diverse groups.
- When possible, collect demographic data during the registration of a new employee through established processes.
- All aspects of the **Onboarding Process** will comply with the OCDSB Equitable Recruitment, Hiring and Promotion [Policy](#) and [Procedure](#), OCDSB Human Rights [Policy](#), the *Human Rights Code* and all related Human Rights and Accessibility Legislation.



5. Securing Accountability

Assessing and reviewing the District's equitable recruitment, hiring and promotion processes and practices will be an embedded aspect of the Framework. Specific actions include:

- All recruitment processes, including full time, summer programs, short-term employment contracts, and casual hiring will take place in consultation with a representative from the HR Services division of the People, Culture and Leadership Department and will be conducted in accordance with this Framework.
- HR Services will continue to collaborate with the Indigenous Education Learning Team, Human Rights and Equity Division, and the Office of the Human Rights and Equity Advisor to monitor, review, and amend the Framework and related policies and procedures, as appropriate.
- HR Services will conduct regular audits of job competition processes, to ensure adherence with expected practices for equitable recruitment, and to ensure compliance with this Framework, Board policies and procedures, relevant collective agreements or handbooks, and applicable legislation, including the *Human Rights Code*, *Accessibility for Ontarians with Disabilities Act*, and the *Anti-Racism Act*.
- Where hiring processes are found to be non-compliant with this framework or related policies and procedures, they will be interrupted or redirected by the HR Manager in consultation with the Superintendent of People, Culture and Leadership.
- All aspects of **Accountability** will comply with the OCDSB Equitable Recruitment, Hiring and Promotion *Policy* and *Procedure*, OCDSB Human Rights *Policy*, the Human Rights Code and all related Human Rights and Accessibility Legislation.

