

AGENDA: 6:00 p.m.

1. Call to Order
2. Approval of the Agenda
3. Land Acknowledgement
4. Staffing and Recruitment Report
5. Employee Support and Wellness Attendance Report

We acknowledge our presence on ancestral Anishinaabe and Haudenosaunee Confederacy land as determined by the Dish with One Spoon treaty.

The intent of this agreement is for all nations sharing this territory to do so responsibly, respectfully and sustainably in perpetuity.

We respect the longstanding relationships with the local Indigenous communities, the Mississaugas of the Credit First Nation and the Six Nations of the Grand River.



EXECUTIVE REPORT TO HUMAN RESOURCES COMMITTEE

TO: HUMAN RESOURCES COMMITTEE

FROM: Sheryl Robinson Petrazzini, Director of Education

DATE: September 28, 2023

PREPARED BY: Jamie Nunn, Superintendent of Human Resource Services and Staff Well-Being
Lety Goddard, Senior Manager, Human Resource Services and Staff Well-Being
Lara Gallagher, Manager, Staffing and HR Operations
Joseph Wrigley, Manager, Professional Development and Recruitment

RE: Staffing and Recruitment Update

Action

Monitoring

Background

The Human Resource Services and Staff Well-Being Department is committed to supporting the Multi-Year Strategic Direction. As a division, Human Resource Services plays an integral role in each of the priorities. Within Human Resource Services and Staff Well-Being, the Professional Development and Recruitment and Staffing and Operations departments co-lead the major functions within the division to recruiting and staffing qualified individuals for various roles within the organization.

Recruitment and Onboarding

In preparation for the 2023-2024 school year, the Recruitment team developed and initiated a recruitment and hiring plan in response to needs of our staff demographic, projected growth in student enrolment and additional positions funded through central bargaining, additional Ministry funding and the decisions made by the Board of Trustees through the budget process in the spring of 2023:

Recruitment Plan Focus:

The recruitment and hiring plan focused on the following four key areas:

- Recruit qualified staff who are ready for daily occasional work given projected increases in student enrolment and current staff demographics.
- Engage in focused recruitment strategies to encourage applications for all job postings from candidates with lived experiences and identities from underrepresented groups.
- Recruit and fulfill additional positions created by various funding sources including Support for Students Funding (money through central bargaining), Learning Recovery and tutoring funding.
- Continue to seek opportunities in collaboration with community agencies and our Human Rights and Equity Department to diversify HWDSB's workforce.

Fill rates for the 2022-2023 school

Fill rates for the 2022-2023 school year were approximate 85% for teachers and approximately 50% for Education Workers. To date for the month of September, our fill rates for teacher absences have been approximately 97% and education workers at approximately 76%.

Our pressure points continue to be Educational Assistants and Caretaking groups.

Total Workforce

As of September 18, 2023, the total number of employees working for the Hamilton Wentworth District School Board is 8,309 people (5,798 permanent employees; 2,511 occasional or casual staff). This is an increase of 203 total employees from September 9, 2022. The following chart provides a breakdown of this data:

	September 18, 2023	September 9, 2022	Difference
Permanent Staff	5,798*	5,675	+203
Occasional / Casual Staff	2,511*	2,851	-340

* As this is a head count the number fluctuates based on the date the data is retrieved

Redundancy Update

At the end of the 2022/2023 school year, there was a total of seven (7) DECE and a total of fifty-three (53) Elementary Teachers that were declared redundant. At the end of August 31, all DECE were recalled and placed into vacancies. Fifty-one (51) Elementary teachers were recalled and placed, one (1) teacher opted to receive severance in lieu of recall and one (1) was placed in a secure LTO at their request and will remain on the Occasional list and will receive the next set of recall vacancies after Fall placement.

Strategic Recruitment Update

During the 2022-2023 school year, we continued year-round recruitment to support the schools/departments operational needs. From September 1, 2022, to Sept 1, 2023, the Professional Development and Recruitment team hired 671 new staff. During our spring recruitment process, we hired 315 new staff to join the HWDSB between May 1, 2023, to September 1, 2023.

The following chart summarizes our recruitment efforts from May 1, 2023, to September 1, 2023, including the total number of occasional staff available for daily and long-term assignments.

Occasional Employee Groups	Recruitment Plan Outcomes	Current Pool Size As of September 18, 2023	Available for Daily Occasional Work
Elementary Occasional Teachers	123	774	499
Secondary Occasional Teachers	98	418	440
Educational Assistants	82	340	140
Office and Clerical Workers	22	184	140
Designated Early Childhood Educators	27	100	55

**CUPE Recruitment is ongoing in September 2023. In collaboration with Facilities, an in-person approach has been implemented with a 2-day drop-in interview event. As of Sept 18, 2023, 64 applicants have been invited to an interview with 126 registered to attend the drop-in interview day.

EA Recruitment Strategies

HR is exploring the following strategies to help increase the number of applications:

- This school year to date we have shortlisted and interviewed 24 EA candidates.
- We have entered a trial partnership with Indeed. We will be leveraging their reach, technology, and popularity to increase the number of applications. Other Boards have used Indeed and report that it has been a successful tool to increase EA applications.
- Continue to build relationships with community agencies to develop career pathways for their clients with HWDSB for various positions including EA.
- Working with Post-Secondary institutions, both local and regional, to share our EA job postings and encourage students to do their placement with HWDSB. We will offer opportunities for all placement students to interview with HWDSB for EA casual pool.
- Continue to attend job fairs, both virtual and in person, that are focused on EAs.

Elementary and Secondary Teacher Focus Recruitment Update

HWDSB invited and welcomed applications from underrepresented groups including Indigenous Peoples; members of groups that commonly experience discrimination due to race, ancestry, colour, religion and/or spiritual beliefs, or place of origin, persons with visible and/or invisible (physical and/or mental) disabilities; and persons of marginalized sexual orientations, gender identities, and gender expressions. 90 staff were hired that self-identified as a member of at least one historically underrepresented group. This number includes those who self-identified as Indigenous, Two-Spirit LGBTQIA+, Transgender, Gender Non-Binary, or Disabled. Further, 63 staff members self-identified as Black or as Racialized.

French Recruitment Strategies

- A dedicated French interview team continues to recruit monthly for qualified elementary and secondary French teachers.
- Continue to attend teacher job fairs with a French focus.
- Our French assessment tool was reviewed and redesigned over the last two years within a special project funded by the Ministry of Education, in collaboration with other school boards.
- A total of fifty (50) occasional French teachers were hired in the 2022-2023 school year.

In Person Orientation

The Professional Development and Recruitment Department hosted 3 new employee orientation sessions over the summer months in addition to the mandatory onboarding on the HUB. The sessions were a way to welcome new employees and foster a sense of community and culture of belonging at HWDSB. Two sessions were hosted in-person at the HWDSB Education Centre, and one was hosted in-person at Nora Henderson Secondary School. The sessions involved various HWDSB departments and union groups who were present to greet new employees and share a variety of information and resources to support them on their employment journey. Sessions were open to all new employees who started with HWDSB between September 2022-July 2023 and were offered at various times to accommodate the varying schedules of employees. All new employees were invited directly via email by the Professional Development and Recruitment Department.

Employee Orientation Attendance			
Logistics	June 26 th from 4:30 pm – 7:30 pm	July 12 th from 9:00 am – 12:00 pm	August 16 th from 4:30 pm – 7:30 pm
Number of Participants	60	50	50

Employees in attendance had the opportunity to:

- Receive an introduction to HWDSB and our goals and priorities.
- Connect with members of the Staffing and Professional Development and Recruitment teams in employee group specific breakouts.
- Engage with the Employee Support and Wellness department about the Staff Wellness Program and the Human Rights department about the important work we do at HWDSB to support staff and students.
- Visit and speak with various HWDSB department and union representatives during a networking hour to ask questions and receive resources and information about HWDSB programs and initiatives.

Next Steps – Recruitment

The Staffing and Operations department and Professional Development and Recruitment departments will continue to work closely together to ensure recruitment and staffing efforts continue to align with school/department operational needs for the duration of the 2023-2024 school year. Both departments, are looking forward to continuing to offer quarterly in-person orientation sessions for employees that align with the Multi-Year Strategic Plan and the Equity Action Plan co-creating a positive culture of wellbeing where all employees feel safe, supported, and accepted.

Further, through continued staff feedback, the Staffing and Operations and Professional Development and Recruitment teams will ensure we build strategies that focus on staff advancement strategies.



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DATE: September 28, 2023

PREPARED BY: Jamie Nunn, Superintendent of Human Resource Services and Staff Well-Being
Lety Goddard, Senior Manager, Human Resource Services and Staff Well-Being
Lori Steacy, Manager, Employee Support and Wellness

RE: Employee Support and Wellness Attendance Report

Action

Monitoring

Background

The Employee Support and Wellness Department (ESW) has fully implemented strategic goals through the period of 2018-2023 school years. These goals were guided by a [Value for money audit](#) and ensuing recommendations provided through a third-party audit conducted in 2018. The ESW Department continues to support staff through the goals set out including, early intervention and staff wellness programming to promote safe stay-at-work and return to work programs.

Staff Observations

The full return to work following the COVID-19 pandemic in September 2022 has resulted in availability of medical treatments that had been delayed. This has increased absences related to treatments and surgery resulting in absence rates being increased over the 2022-2023 school year. Early indicators appear to reflect a similar trend provincially with all Boards in Ontario.

Staff Findings: Personal Illness Absences

For the duration of September 1, 2022, to August 31, 2023, the average permanent Board employee utilized 16.31 personal illness days. Relative to September 1, 2021, to August 31, 2022, this is an increase of 1.2 days. The HWDSB attendance rate is a review of personal illness, medical appointments, and dental appointments pursuant to central sick leave collective agreement provisions. The chart below summarizes attendance rate data utilized by all permanent staff.

For reference purposes, personal illness or “*sick leave and short-term disability leave*” is an entitlement in Collective Agreements and Terms and Conditions of employment. Such agreements provide entitlements for staff to access sick time to attend medical and dental appointments. The Employee Support and Wellness Department provides support to staff on a case-by-case basis related to medical absence and medically supported accommodation needs in the workplace.

Average Personal Illness Days	2015	2016	2017	2018	2019/20	2020/21	2021/22	2022/23
GOAL					14.50	14.00	13.50	13.50
ACTUAL	13.24	13.39	14.38	15.40	9.40	13.72*	15.11*	16.31

* Includes COVID-19 absence days

Next Steps

Staff will continue to build on the Staff Wellness program launched through Homewood Health on September 1, 2022, and share ongoing resources to staff to provide proactive staff wellness resources and supports. As we move into the 2023-2024 school year, we will focus on a collaborative staff wellness program to align with our student wellness programming in support of all staff.

We will continue to provide supportive assistance for all employees and work with our Social Work Services and Mental Health lead for students to align supports for staff while addressing barriers preventing employees from attending work regularly. Staff will continue to provide employee attendance monitoring reports throughout the year to the Board.