

EMPLOYMENT EQUITY ACTION PLAN

Table of Contents

Overview	Page 3
Workforce Census 2020-21	Page 4
Policies and procedures	Page 5
Priorities 1 - 5	Page 6 - 9
Turner Consulting Group Letter	Page 10
Director’s Advisory Council Letter	Page 11
Ontario Principals’ Council Letter	Page 12
Monitoring and reporting	Page 13
Appendix A – Monitoring Forms	Page 14 -18

References

Workforce Census 2020-21
Policies and procedures
Employment Equity Audit Report
Strategic Priorities
Terminology
Human Rights and Equity Office
Ontario Human Rights Code

SCDSB Employment Equity Action Plan

Creating a culture of belonging, engagement, and success for all.

The Simcoe County District School Board (SCDSB) is committed to creating a culture of belonging, engagement, and success for all through deliberate actions and an intentional focus in the area of diversity, equity, and inclusion. In 2022, as part of this commitment, the SCDSB enlisted the services of Turner Consulting Group to conduct an employment equity audit. Through the audit process, current employment policies, practices, and protocols were examined, and action items were identified in order to remove any potential barriers to the hiring, advancement, and full inclusion of SCDSB employees. The audit process included a review of information gathered from staff through an online survey, focus groups, and one-on-one interviews with senior leaders and union representatives. In total, 1,225 SCDSB employees, approximately 20 per cent of the workforce, participated in the consultation.

The audit provided insights, revealed gaps, and identified five key priority areas for the SCDSB to address through deliberate action related to policies, procedures, and practice. The SCDSB Employment Equity Action Plan outlines the steps the SCDSB will take over a five-year period to ensure that SCDSB employees have equal access to opportunities and are able to participate fully in the workforce, inclusive of race, religion, ethnicity, ability, gender, and all of the protected grounds under the *Ontario Human Rights Code*. The SCDSB Employment Equity Action Plan calls upon all SCDSB employees to engage in this work in order to create a human rights culture, free from systemic discrimination.

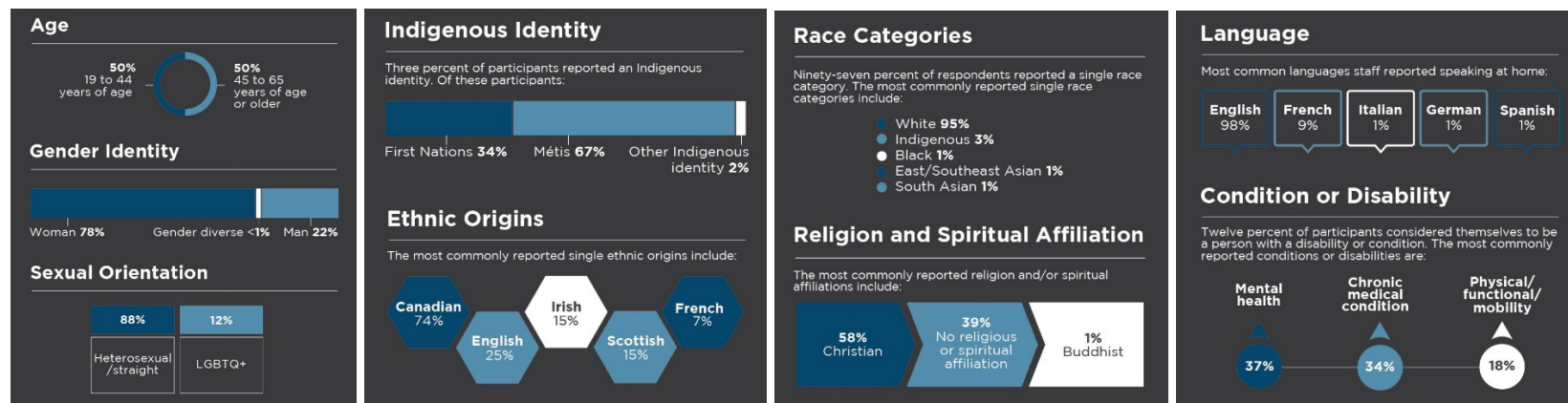
The five priority areas include:



Workforce Census 2020-21

As defined in the [Anti-Racism Act, 2017](#) (ARA), public service organizations, which include Ontario school boards, are required and authorized to collect personal information related to programs, services, and functions. This includes the collection of personal information related to Indigenous identity, race, religion, ethnic origin, and other demographic data. The SCDSB fulfilled its obligations under the ARA to collect voluntary, demographic, and identity-based data through the 2020-21 SCDSB Workforce Census.

For the purpose of the SCDSB Employment Equity Action Plan, the workforce census data will be used to understand the SCDSB workforce composition, measure outcomes, and evaluate progress.



Some results will not add up to 100 per cent if the type of census question was multiple select (i.e., participants were able to select more than one response option).

Policies and procedures

SCDSB policies and procedures provide the basis upon which the decisions necessary for the day-to-day operation of the system are made. An established development and review process ensures that policies and procedures which clearly reflect the intent of the board are developed with consistency and thoroughness and are adapted to changing circumstances. [SCDSB policies](#) and [Administrative Procedure Memorandums \(APMs\)](#) are available on the SCDSB website.

The employment equity audit referenced seven existing SCDSB policies and recommended the development of three new policies:

2195	Ethics and Integrity Reporting
3105	Conflict of Interest
3110	Recruitment of Employees
3116	Integrated Accessibility Standards
3120	Employment Equity
3130	Equity and Inclusive Education
3145	Attendance Support/Disability Management Program
<i>New</i>	<i>Employees Transitioning at Work</i>
<i>New</i>	<i>Name and Pronoun Recognition</i>
<i>New</i>	<i>Nepotism</i>

The employment equity audit referenced 17 SCDSB procedures:

A7630	Code of Conduct
A4010	Vulnerable Sector Checks and Offence Declarations
A7125	Equity and Inclusive Education
A4008	Attendance Support/Disability Management Program
A7420	Teacher Performance Appraisal
A4050	Staff Entry-Exit Change Procedures
A4003	Accommodating Medical Marijuana in the Workplace
A4009	Employee Use of Guide Dogs, Service Dogs and Service Animals
A4075	Dispute Resolution Procedure Arising from Workplace Harassment or Objectionable Behaviour
A4460	Interview and Selection Process
A4420	Orientation Process for all New Employees
A4410	Employment of Students
A7500	Administrator Eligibility Process
A7510	Transfer of Principals and Vice Principals
A9000	Human Rights and Equity Guidelines
A4065	Workplace Violence Prevention
A4002	Reporting and Investigating Workplace Injury/Illness (Critical/Non-Critical)

Priority 1: Diversify the workforce at all levels

The SCDSB will follow equitable human resource practices consistent with the *Ontario Human Rights Code* that will ensure equal consideration for the hiring, advancement, and retention of all individuals. Using the SCDSB Workforce Census data as a guide, the SCDSB will continue to expand recruitment efforts to reach individuals from equity-seeking groups with diverse identities, lived experience, varied perspectives, and abilities to ensure representation in alignment with the students it serves.

Action

*The Employment Equity Audit recommended revisions to [APM A4460 - Interview and Selection Process](#), [A4410 - Employment of Students](#), and [Policy 3110 - Recruitment of Employees](#) in alignment with Priority 1: Diversify the workforce at all levels.

YEAR	ACTION
1	Review and revise policies and APMs associated with Priority 1, through an equity lens to ensure that hiring and recruitment policies and practices are barrier-free and accessible for equity-seeking groups.
2	Complete an analysis of the SCDSB Workforce Census data to determine the extent to which the workforce reflects the population of Simcoe County.
3	Using outcomes of the SCDSB Workforce Census analysis, establish recruitment goals that will result in a diversified workforce reflective of the students served by the SCDSB.
4	Using the recruitment goals established through the SCDSB Workforce Census analysis, develop a comprehensive recruitment and marketing strategy.
5	Develop a mandatory training program for all those responsible for the hiring and advancement of employees focused on equitable, accessible, barrier-free practices in accordance with Policy 3120 – Employment Equity and the <i>Ontario Human Rights Code</i> .

**View all recommendations associated with Priority 1*

Priority 2: Create a more inclusive and welcoming work environment

The SCDSB will prioritize safety and promote inclusive, respectful working environments that uphold the principles of respect for human rights and values the diversity and identity of all employees. The SCDSB will honour its commitment to the SCDSB strategic priority of Well-being as the foundation for building inclusive and welcoming environments where all employees feel a sense of belonging.

Action

*The Employment Equity Audit recommended revisions to [APM 4008 – Attendance Support/Disability Management Program](#) and [APM 4050 – Staff Entry/Exit/Change Procedures](#) in alignment with Priority 2: Create a more inclusive and welcoming work environment.

YEAR	ACTION
1	Using data collected through the SCDSB Workforce Census, develop a comprehensive communications plan that builds cultural awareness and celebrates the diversity and identity of all employees.
2	Formalize a process for employees to bring forward concerns in a confidential manner without fear of reprisal, and ensure all employees have access to information about the process.
3	Develop a mandatory Equity in Leadership training program for all SCDSB leaders including principals, vice-principals, managers, assistant managers, and superintendents.
4	Review and revise APMs associated with Priority 2 to ensure procedures meet the requirements of the <i>Ontario Human Rights Code</i> and principles of accessibility.
5	Continue to implement actions from previous four years.

**View all recommendations associated with Priority 2*

Priority 3: Create more equitable policies and practices

The SCDSB will incorporate the principles of equity and inclusion into all aspects of its operations, structures, policies, procedures, guidelines, practices, and programs, consistent with the principles of the *Ontario Human Rights Code*.

Action

**The Employment Equity Audit recommended revisions to APMs and Policies listed on page 4 of this report.*

YEAR	ACTION
1	Revise the SCDSB Workplace Accommodation Handbook to include provisions for workplace accommodations based on the protected grounds of the <i>Ontario Human Rights Code</i> and ensure the Workplace Accommodation Handbook is accessible to all employees.
2	Review practices associated with the recruitment, advancement, and performance management of employees. Ensure accommodations are provided in alignment with the requirements of the Accessibility for Ontarians with Disabilities Act (AODA), ensure bias free, merit-based processes, and ensure that an employee's accessibility needs are considered throughout the performance management process. Establish a formal mentoring program for employees from equity seeking groups. Establish a requirement for members of the recruitment and advancement process define what constitutes a conflict of interest and declare a conflict of interest in these circumstances.
3	Revise the Disability Management Handbook to include clarification of procedures and expectations for employees in the disability management program and streamline processes for the submission of required documentation.
4	Review and revise policies and APMs associated with Priority 3 to identify and remove any potential barriers to the hiring, advancement, and full inclusion of SCDSB employees.
5	Review the Attendance Support Program to ensure elements of workplace accommodation and disability support align with the <i>Ontario Human Rights Code</i> and provincial requirements.

**View all recommendations associated with Priority 3*

Priority 4: Strengthen the organization’s equity infrastructure

The SCDSB will continue to prioritize education and training for all employees on human rights and equity in alignment with the SCDSB Strategic Priority of Excellence in Teaching and Learning. The SCDSB will call upon all employees to contribute to a work environment that values inclusion, fosters respect, and is free from discrimination.

Action

*The Employment Equity Audit recommended revisions to [Policy 3120 – Employment Equity](#) in alignment with Priority 4: Strengthen the organization’s equity infrastructure.

YEAR	ACTION
1	Develop an Employment Equity Action Plan using the recommendations from the Employment Equity Audit and establish a process for system implementation and awareness.
2	Review and revise Policy 3120 – Employment Equity to align with and reference the Employment Equity Action Plan.
3	Conduct the second SCDSB Workforce Census and analyze data to help shape the SCDSB’s employment equity goals.
4	Establish employee affinity groups to support and create networking opportunities for employees from equity-seeking groups. Work with affinity groups in an advisory capacity to identify and remove barriers to employment equity.
5	Develop a mandatory employment equity training framework for all SCDSB employees.

*[*View all recommendations associated with Priority 4](#)*

Priority 5: Engage with staff and community

In alignment with the SCDSB Strategic Priority of Community, the SCDSB will engage with staff and community through regular communication that outlines the SCDSB’s commitment to employment equity. The SCDSB will evaluate staff experience in relation to employment equity through its Research and Decision Support Department, monitor the outcomes of the SCDSB Employment Equity Action Plan, and report progress on an annual basis. The SCDSB will share results with employees and community through transparent communication.

Action

YEAR	ACTION
1	Establish a review process and an annual reporting schedule for the Employment Equity Action Plan.
2	Develop a communication strategy that will engage both internal and external audiences in learning about employment equity and the SCDSB’s commitment to creating safe, inclusive, and respectful working environments.
3	Include questions about employment equity in the annual Staff Experience and Wellness Survey and share survey results with employees.
4	Analyze year-over-year data from staff surveys and utilize results to evaluate progress towards SCDSB employment equity goals.
5	Continue to implement actions from previous four years.

*[*View all recommendations associated with Priority 5](#)*

Letter from Turner Consulting Group

In 2022, Turner Consulting Group was hired by Simcoe County District School Board (SCDSB) to conduct an Employment Equity Audit. We are pleased to share the final report, accompanied by this Employment Equity Strategy and Action Plan.

We are deeply indebted to SCDSB employees who courageously shared their perspectives and experiences with us. Their firsthand experiences helped to deepen our understanding of the issues of equity at the Board. Their voices, reflected throughout the report, will also serve as a powerful catalyst for the Board to dig deeper, learn, and become better.

The findings from the Employment Equity Audit highlight that while some employees experience a supportive, positive, inclusive work environment, this is not the experience of all SCDSB employees. The experience and perspectives shared by employees highlights the ongoing work needed to ensure that all employees experience a welcoming and inclusive work environment, and that issues are addressed when they occur. In addition, the findings from the audit highlight the additional work needed to embed equity throughout all human resource policies and practices.

We recognize that the implementation of this strategy and action plan will not be easy. It will require bold leadership at all levels of the organization, the acceptance of the need for change, as well as the ability to engage in ongoing open and collaborative conversations with employees and the broader community.

We are pleased that the Board has begun this implementation journey in a good way. Not only has it accepted the findings and recommendations but it has demonstrated a commitment to transparency by being willing to publicly share the report in its entirety. This level of transparency is important to reassure employees who participated in the consultations for the Employment Equity Audit feel that they were heard. It is also important to help all employees understand the issues and challenges Indigenous employees and those from the equity-seeking groups experience and hence the need for change.

We are also pleased that the Board has taken the initiative to begin to implement the recommendations. This work, along with the creation of the Action Plan speak to their understanding of the urgency to implement the recommendations.

This thoughtful approach to implementation will help ensure that equity, diversity, and inclusion are embedded into the board's employment policies and practices and work environment, thereby creating the strong foundation for the transformational work ahead.

Letter from members of the Director's Advisory Council

Thursday, August 24, 2023

RE: Simcoe County District School Board Employment Equity Action Plan (EEAP)

TO: All Simcoe County District School Board Employees

Since the fall of 2021, representatives of the *Employment Equity Audit Steering Committee*, made up of the SCDSB staff affiliates and SCDSB senior management, have been engaged in the *Employment Equity Audit* and have received the resulting *Employment Equity Audit Report* produced by Turner Consulting Group, as well we were presented with a copy of the *Employment Equity Action Plan* (EEAP) produced by SCDSB.

As members of the *Employment Equity Audit Steering Committee*, we recognize and support the crucial work that must take place to ensure equitable opportunities and inclusive working environments for our members, who are employees of the SCDSB. As such, we support the work to increase diversity, create equitable policies and practices, and create a truly inclusive organization. In our role to support our members we will continue to participate in this important work by having meaningful conversations and by holding those responsible for the implementation of the plan accountable.

We want to thank all our members who contributed to this process by coming forward to share their own lived experience. Members are encouraged to review the *Employee Equity Audit Report* and the EEAP on the SCDSB website and are always welcome to reach out to their respective unions/associations for support as needed.

Sincerely,

Misty Archer, President, CUPE 1310
Cathy Bidwell, President, APSSP
Cathy Dupuis, President, OSSTF D17 Instructors
Jen Hare, President, OSSTF D17
Amanda Judd, President, Simcoe DECE
Kelly Martin, President, OPSEU 330
Donnie Mills, President SCETF
Jeff Parton, President, OSSTF D17 Occasional
Darcy Ricetto, Acting Committee Chair, AESP
Monique Weiss, President, SCEOT

Letter from Ontario Principals' Council Simcoe



RE: Simcoe County District School Board Employment Equity Action Plan (EEAP)

TO: All Simcoe County District School Board Employees

Since the fall of 2021, representatives from SCDSB Senior Administration, SCDSB Union/Association groups as well as the Simcoe Ontario Principals' Council have been engaged in the employment equity audit process and have contributed to the development of a comprehensive action plan.

OPC Simcoe recognizes that this important work must be undertaken to ensure equitable opportunities and inclusive working environments for our members, who are employees of the SCDSB. Simcoe OPC will continue its commitment to the EEAP and implementation. As such, OPC along side our Senior Administration and Union/Association partners will work to create policies and practices that increase diversity and inclusivity in our organization.

Jennifer Case, OPC Co-Chair (Elementary)

David Brooks, OPC Co-Chair (Secondary)

David Brooks
Secondary Co-Chair

Jennifer Case
Elementary Co-Chair



Monitoring and Reporting

The Human Rights and Equity Office (HREO) is responsible for providing oversight on the progress being made towards the actions identified in the SCDSB Employment Equity Action Plan. The HREO will monitor progress by facilitating monthly meetings with the Employment Equity Action Plan committee and establishing a quarterly review cycle. The SCDSB Employment Equity Action Plan will be updated following each quarterly review. Updates will be made to APPENDIX A.

The SCDSB is committed to open and transparent communication. The SCDSB Employment Equity Action Plan and accompanying documents are accessible on the HREO page of both the SCDSB website and StaffWeb. The SCDSB Employment Equity Action Plan will be updated following each quarterly review and communicated with all staff through the Staff eNews. A public update will be provided on an annual basis at the August Meeting of the Board.

Inquiries regarding the SCDSB Employment Equity Action Plan may be directed to the HREO at humanrights@scdsb.on.ca.

Actions for Year 1

PRIORITY	ACTION	STATUS	OUTCOME
Priority 1: Diversify the workforce at all levels.	Review and revise policies and APMs associated with Priority 1 through an equity lens to ensure that hiring and recruitment policies and practices are barrier-free and accessible for equity-seeking groups.		
Priority 2: Create a more inclusive and welcoming work environment.	Using data collected through the SCDSB Workforce Census, develop a comprehensive communications plan that builds cultural awareness and celebrates the diversity and identity of all employees.		
Priority 3: Create more equitable policies and practices.	Revise the SCDSB Workplace Accommodation Handbook to include provisions for workplace accommodations based on the protected grounds of the <i>Ontario Human Rights Code</i> and ensure the Workplace Accommodation Handbook is accessible to all employees.		
Priority 4: Strengthen the organization's equity infrastructure.	Develop an Employment Equity Action Plan using the recommendations from the Employment Equity Audit and establish a process for system implementation and awareness.		
Priority 5: Engage with staff and community.	Establish a review process and an annual reporting schedule for the Employment Equity Action Plan.		

Actions for Year 2

PRIORITY	ACTION	STATUS	OUTCOME
<p>Priority 1: Diversify the workforce at all levels.</p>	<p>Complete an analysis of the SCDSB Workforce Census data to determine the extent to which the workforce reflects the population of Simcoe County.</p>		
<p>Priority 2: Create a more inclusive and welcoming work environment.</p>	<p>Formalize a process for staff to bring forward concerns in a confidential manner without fear of reprisal, and ensure all employees have access to information about the process.</p>		
<p>Priority 3: Create more equitable policies and practices.</p>	<p>Review practices associated with the recruitment, advancement, and performance management of employees. Ensure accommodations are provided in alignment with the requirements of the AODA, ensure bias free, merit-based processes, and ensure that an employee's accessibility needs are considered throughout the performance management process. Establish a formal mentoring program for employees from equity seeking groups. Establish requirement for members of the recruitment and advancement process to declare a conflict of interest and define what constitutes a conflict of interest in these circumstances.</p>		
<p>Priority 4: Strengthen the organization's equity infrastructure.</p>	<p>Review and revise Policy 3120 – Employment Equity to include the Employment Equity Action Plan.</p>		
<p>Priority 5: Engage with staff and community.</p>	<p>Develop communication strategy that will engage both internal and external audiences in learning about employment equity and the SCDSBs commitment to creating safe, inclusive, and respectful working environments.</p>		

Actions for Year 3

PRIORITY	ACTION	STATUS	OUTCOME
Priority 1: Diversify the workforce at all levels.	Using outcomes of the SCDSB Workforce Census analysis, establish recruitment goals that will result in a diversified workforce reflective of the students served by the SCDSB.		
Priority 2: Create a more inclusive and welcoming work environment.	Develop a mandatory Equity in Leadership training program for all SCDSB leaders including principals, vice-principals, managers, assistant managers, and superintendents.		
Priority 3: Create more equitable policies and practices.	Revise the Disability Management Handbook to include clarification of procedures and expectations for employees in the disability management program and streamline processes for the submission of required documentation.		
Priority 4: Strengthen the organization's equity infrastructure.	Conduct the second SCDSB Workforce Census and analyze data to help shape the SCDSB's employment equity goals.		
Priority 5: Engage with staff and community.	Include questions about employment equity in the annual Staff Experience and Wellness Survey and share survey results with employees.		

Actions for Year 4

PRIORITY	ACTION	STATUS	OUTCOME
Priority 1: Diversify the workforce at all levels.	Using the recruitment goals established through the SCDSB Workforce Census analysis, develop a comprehensive recruitment and marketing strategy.		
Priority 2: Create a more inclusive and welcoming work environment.	Review and revise APMs associated with Priority 2 to ensure procedures meet the requirements of the <i>Ontario Human Rights Code</i> and principles of accessibility.		
Priority 3: Create more equitable policies and practices.	Review and revise policies and APMs associated with Priority 3 to identify and remove any potential barriers to the hiring, advancement, and full inclusion of SCDSB employees.		
Priority 4: Strengthen the organization's equity infrastructure.	Establish employee affinity groups to support and create networking opportunities for employees from equity seeking groups. Work with affinity groups in an advisory capacity to identify and remove barriers to employment equity.		
Priority 5: Engage with staff and community.	Analyze year-over-year data from the Staff Experience and Wellness Survey and utilize results to evaluate progress towards SCDSB employment equity goals.		

Actions for Year 5

PRIORITY	ACTION	STATUS	OUTCOME
Priority 1: Diversify the workforce at all levels.	Develop a mandatory training program for all those responsible for the hiring and advancement of employees focused on equitable, accessible, barrier-free practices in accordance with Policy 3120 – Employment Equity and the <i>Ontario Human Rights Code</i> .		
Priority 2: Create a more inclusive and welcoming work environment.	Continue to implement actions from previous four years.		
Priority 3: Create more equitable policies and practices.	Review the Attendance Support Program to ensure elements of workplace accommodation and disability support align with the Ontario Human Rights Code and provincial requirements.		
Priority 4: Strengthen the organization's equity infrastructure.	Develop a mandatory employment equity training framework for all SCDSB employees.		
Priority 5: Engage with staff and community.	Continue to implement actions from previous four years.		