

Accountability Topic: Onboarding Staff

Date of Board Meeting:

January 27, 2022

Strategic Priority:

- High Quality Teaching and Learning
- Engagement of All Students, Families, and Communities
- Effective Policy and Procedures
- Healthy, Sustainable Physical & Social Environments

Quality Indicator(s) (if applicable):

QI 4.1 - Quality recruitment, orientation, staff development, disciplinary, evaluation and supervisor processes are developed and effectively implemented

Key Measures:

The [Good Spirit School Division Hiring Process](#) lays out the flow of work, timelines and most responsible person for ensuring people looking to be employed by the school division are recruited and onboarded in a way that ensures they are qualified, competent and legally entitled to work in Canada.

Once a position becomes vacant, several wheels start turning to fill the position.

1. Recruitment

- Collective agreements guide the length of postings
- Job Posting Ads go to:
 - [GSSD Website](#)
 - [Saskjobs](#) Website
 - Social Media
 - Other (leaflets, school newsletters, word of mouth)

2. Applicant Tracking

- Software program that collects online applications and qualifying documents.
 - Resumes
 - Criminal record checks
 - Reference Checks
 - Certifications

Some casual positions receive training modules at this point. EA positions are online. Library Technicians (Sheila Tillman), Caretaker (Dan Boyle) and Bus Drivers (Ron Wonder) are face to face. The successful completion of their training is what determines if they will be added to the casual lists. If successful, the interview process is bypassed.

3. Interviews

- Scheduled by the immediate supervisor
- Question templates are provided by HR digitally. Candidate responses are kept permanently.
- School Administration positions are asked to fill in an Emotional Intelligence survey.
- Management and Superintendent positions have an informal meeting after the interview with the lead candidate for follow up questions. This is purposefully scheduled in a casual setting.

4. Offers

- Verbal offers are made to the successful applicant, and they are given 3 days to respond
- Once accepted, the immediate supervisor goes back to Applicant tracking and submits permission to Keith for approval. Keith ultimately triggers the onboarding process for Human Resources. (Senior positions add Quintin after Keith as final approver)

5. Employment Contracts & Employee Information Collection

- The contract of employment is drafted and sent for employee acceptance. Each contract follows a job specific template but is personalized depending on:
 - Permanent or temporary
 - Applicable collective agreement
 - Date of hire (affects leave days, benefit start dates, flex time and so on).
- A package of information is sent through Atrieve for the employee to fill in digitally. Documents can be uploaded:
 - Demographics (Name, address, email, phone, equity declaration, birthdate, relationship status, vaccination declaration)
 - Emergency Contacts
 - Payroll Authorizations (Banking information, beneficiaries, tax forms)
 - Insurance
 - Employee Code of Conduct
 - Technology account information
- Atrieve automatically converts the data into Employee Personal file. HR and Payroll process forms accordingly.
- All the 'paperwork' is stored in eDocs inside of Atrieve

6. Supervisor Onboarding Checklists

- The employee and supervisors have access to [Onboarding Checklists](#) to ensure the new employee is heavily supported as they begin work in GSSD.
- The Checklists are set up by days and encourages questions from the new employee.

7. Probationary Periods

- Each position has a probationary period as laid out in the collective agreement. They differ by employee groups.
- Atrieve sends reminders to the supervisor when [Evaluations](#) are due.

Targets:

Effective Policy:

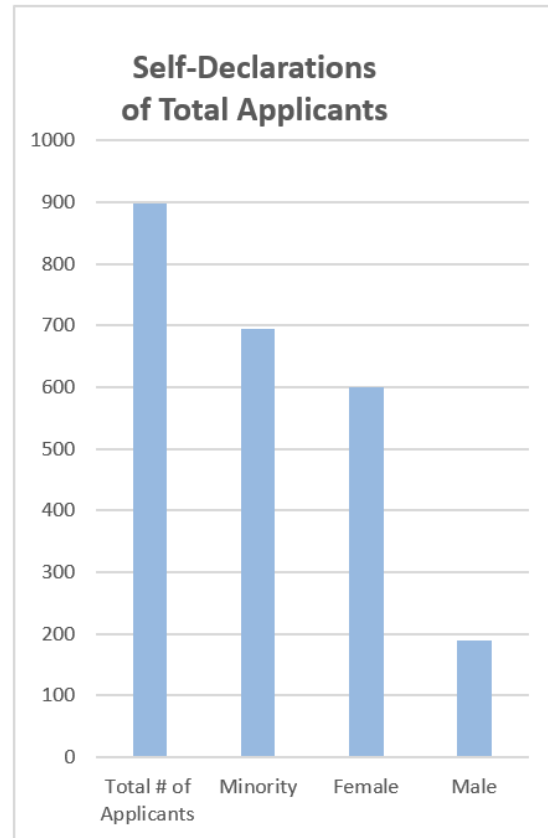
- GSSD will implement systemic and transparent approaches to find efficiencies and increase value for money allowing the division to respond to the challenges of student and staff needs.

Engagement of All Students, Families and Communities

- GSSD will increase our organization’s cultural competencies through division-wide processes and professional learning that grow our collective understanding about Indigenous identity, histories, worldview, and systemic barriers.
- GSSD will demonstrate a commitment to the establishment of new and reaffirmed partnerships.

Data:

Category	# of Postings
Central Office	8
School Administration	5
Teacher	49
Consultants & Coaches	5
Student Services	1
External Programming	2
Facilities	
<i>Caretaker</i>	13
<i>Security Person</i>	2
<i>Maintenance Worker</i>	1
<i>Total</i>	16
School Support	
<i>Educational Assistant</i>	48
<i>Indigenous Community Worker</i>	4
<i>Administrative Assistant</i>	14
<i>Library Technician</i>	6
<i>Nutrition Worker</i>	1
<i>Pre-K Associate</i>	1
<i>Total</i>	74
Transportation	36
Total # of Job Postings	196



Key Strategies Employed:

- 1) Applicant Tracking & Atrieve have digitized the process greatly reducing the data entry time for Human Resources
- 2) Interview responses are digital for ease of storage. Metrics can be gathered from these questions.
- 3) Continue to partner with other educational agencies to train and recruit staff
 - Partners in Employment (Wage subsidies for people with Disabilities)
 - Canada Summer Jobs (Wage subsidies for high school and post secondary students)
 - Universities of Regina and Saskatoon for teaching internships
 - Parkland College: Youth Employment and Essential Skills (Wage subsidies for various job placements)

Future Strategies:

- 1) Development of an Employment Equity Hiring Statement to align with the Human Right Commission of Saskatchewan. Targets for a representative workforce will be developed.
- 2) Digital Signatures will make the entire employment hiring process paperless (with the exception of insurance forms). This will further reduce processing on onboarding time.
- 3) Increase social media presence by developing GSSD accounts specific for job vacancies within GSSD. This will give a greater audience of our postings. Social media can be used for a pre-step in the hiring process and allow people to express an interest without actually applying for positions.

Risk Assessment if the Hiring & Onboarding Process Fails

Impact Categories	Insignificant	Minor	Moderate	Major	Catastrophic
Financial	Financial impact of the event is less than \$50,000	Financial impact of the event exceeds \$50,000, but less than \$150,000	Financial impact of the event exceeds \$150,000, but is less than \$250,000	Financial impact of event exceeds \$250,000, but is less than \$500,000	Financial impact of the event exceeds \$500,000
Comments & Mitigation Strategy	Contractual issues, litigation, processing time, and payroll errors could lead to catastrophic financial impact.				
Reputational	One negative article in a publication	Negative articles in more than one publication	Short term negative media focus and concerns raised by stakeholders	Long term negative media focus and sustained concerns raised by stakeholders	Stakeholders lose faith in management or Trustees
Comments & Mitigation Strategy	The hiring and onboarding process is the first point of contact for employees with the GSSD. It contributes to an employees first impression.				
Managerial Effort/Capacity	Impact can be absorbed through normal activity	Some management effort is required to manage the impact	Can be managed under normal circumstances with moderate effort	With significant management effort, can be endured	Potential to lead to the collapse of the organization
Comments & Mitigation Strategy	Work life of all employees is rooted in the onboarding process. Payroll, Job Descriptions, Legalities, Rights & Responsibilities, Performance Evaluations, and Tech Accounts are all started with the onboarding process.				
Government Relations	Routine ministerial inquires	In-depth ministerial inquires	Concerns raised by Ministry of Education	School division's ability mandate is questioned	Ministry of Education loses faith in the organization
Comments & Mitigation Strategy	Without the required certifications, licenses, rates of pay, and pension adjustments, the Ministry would most certainly question the Board of Education's ability to run the school division.				
Legal	Legal action threatened	Civil action commenced/small fine assessed	Criminal action threatened/moderate fine assessed	Criminal lawsuit commenced/significant fine assessed	Jail term of any length for a Trustee/Director;

					multiple significant fines assessed
Comments & Mitigation Strategy	Certification and supporting legal documentation are obtained through the Hiring and Onboarding process. Without these employees are not able to work directly with children in a supervisory role.				
Student Outcomes	Immaterial impact on student achievement	Student achievement metrics begin to show a decline	Parental complaints submitted related to student achievement	Overall student competency levels are below standards	Inability to satisfactorily deliver curriculum or key programs
Comments & Mitigation Strategy	The Hiring and Onboarding process ensures we have qualified and competent staff to deliver programing and ensures human resources are in place to support student learning.				

Likelihood The likelihood of identified risks is to be assessed by estimate the probability of the risk occurring during the planning horizon.				
Rare	Unlikely	Moderate	Likely	Almost Certain
Extremely rare in the sector. Once in more than 10 years at the school division.	Has occurred occasionally in the sector. Once in 5 to 10 years at the school division.	Periodic occurrence in the sector; possible occurrence. Once in 3 years at the school division.	Has occurred previously and could reasonably occur again. Once in 1 to 2 years at the school division.	Extremely likely to occur. Multiple times per year at the school division.

Summary Comments:

Recommended Decision/Motion:

“That the Board accept the accountability report on Staff Onboarding as presented.”

Respectfully submitted,

Quintin M. Robertson, Director/CEO
Good Spirit School Division