

# KAWARTHA PINE RIDGE DISTRICT SCHOOL BOARD

## RESOURCE COMMITTEE MEETING

Wednesday, March 3, 2021 at 7:00 p.m.  
Roy H. Wilfong Boardroom, Education Centre  
1994 Fisher Drive, Peterborough, Ontario

*Due to the current health advisory the meeting will be livestreamed for the public through KPR YouTube. [To view the meeting, click here.](#)*

## AGENDA

- ITEM 1. CALL TO ORDER AND LAND ACKNOWLEDGEMENT
- ITEM 2. ADOPTION OF AGENDA
- ITEM 3. DECLARATIONS OF CONFLICTS OF INTEREST
- ITEM 4. ADOPTION OF MINUTES OF COMMITTEE MEETING OF JANUARY 6, 2021
- ITEM 5. PRESENTATIONS / DELEGATIONS
- ITEM 6. BUSINESS ARISING FROM THE MINUTES
- ITEM 7. INFORMATION ITEMS
- ITEM 8. DECISION ITEMS
  - 8.1 Draft Board Policy HR-1.6, Teacher Hiring Practice
- ITEM 9. CORRESPONDENCE
- ITEM 10. BOARD MEMBER ADDITIONS
- ITEM 11. FUTURE COMMITTEE MEETING DATES

***Wednesdays at 7:00 p.m. in the Boardroom, unless noted otherwise***

April 7, 2021  
May 5, 2021

June 2, 2021

- ITEM 12. ADJOURNMENT

*Note: If unable to attend, please advise Stacey Foss, at [stacey\\_foss@kprdsb.ca](mailto:stacey_foss@kprdsb.ca)*

**SUBJECT TO COMMITTEE APPROVAL**

KAWARTHA PINE RIDGE DISTRICT SCHOOL BOARD

**DRAFT RESOURCE COMMITTEE MEETING MINUTES**

Held January 6, 2021 at 7:00 p.m.

Roy H. Wilfong Boardroom, 1994 Fisher Drive, Peterborough, Ontario

Present: Trustees Rose Kitney (Committee Chairperson), Cathy Abraham, Sarah Bobka, Terry Brown, and Emilio Ojeda.

Also Present: Trustees Diane Lloyd (Chairperson of the Board), Angela Lloyd (Vice-chairperson of the Board), Cyndi Dickson, Jaine Klassen Jeninga and Steve Russell; C. Arnew, S. Girardi, A. Foster and S. Foss.

Due to the current health advisory and public health measures in place provincially, the meeting was held virtually using WebEx.

**CALL TO ORDER AND LAND ACKNOWLEDGEMENT**

Superintendent Arnew called the meeting to order at 7:02 p.m. and recognized and acknowledged that the committee was meeting on the traditional territory of the Mississauga First Nations.

**ADOPTION OF AGENDA**

It was,

Moved by: Trustee D. Lloyd  
Seconded by: Trustee Kitney

**That Item 9.1 be removed from the agenda to be dealt with at the Program Review Committee meeting of January 12, 2021 and that the agenda be adopted as amended.**

**CARRIED**

**ELECTION OF COMMITTEE CHAIRPERSON**

Superintendent Arnew proceeded with the election of the Chairperson of the Resource Committee.

It was,

Moved by: Trustee Ojeda  
Seconded by: Trustee Brown

**That Trustee Rose Kitney be nominated to the position of Chairperson of the Resource Committee.**

**CARRIED**

There were no further nominations after calling for nominations three times.

It was,

Moved by: Trustee A. Lloyd  
Seconded by: Trustee Brown

**That nominations for the position of Chairperson of the Resource Committee be closed.**

**CARRIED**

Trustee Kitney was acclaimed as Chairperson of the Resource Committee and assumed the Chair.

#### ADOPTION OF MINUTES

It was,

Moved by: Trustee D. Lloyd  
Seconded by: Trustee Ojeda

**That the minutes of the Resource Committee meeting of November 11, 2020 be adopted as recorded.**

**CARRIED**

#### INFORMATION ITEMS

##### 2020-2021 First Quarter Financial Variance Report

Superintendent Arnew noted that despite enrolment being down from projection, the Board is in a slightly better than budgeted position as a result of Grants for Student Needs (GSN) Funding Stabilization amount of \$10.8M received from the Ministry.

April Foster, Senior Manager, Financial Systems, Reporting and Payroll Services, reviewed the report, which is based on preliminary October 31, 2020 enrolment, projected March 31, 2021 enrolment, and three months' financial activity, ending November 30, 2020. Total enrolment is 846.54 average daily enrolment (ADE) lower than budget, and is comprised of 723 ADE unfavourable elementary, and 123.54 ADE unfavourable secondary. Revenue has increased by \$5,514,000; Expenses have increased by \$4,486,000, resulting in a projected increase in surplus of \$1,028,000.

A. Foster presented the detailed report, highlighting significant changes from budget including:

- \$3,830,000 increase in Special Education Allocation for Special Incidence Portion (SIP) Funding
- (\$2,428,000) increase in teachers and early childhood educators to support smaller class sizes due to COVID-19 restrictions/protocols
- (\$608,000) increase in principal/vice principal costs to support remote learning and the early return to work to prepare schools for compliance with COVID-19 protocols

The projected 2020-2021 Capital spending is forecasted to be the same as budget.

A. Foster reviewed the enrolment summary and noted the significant decrease from projection in junior and senior kindergarten enrolments. Responding to a trustee question, Superintendent Girardi noted that senior administration will be working to reach out to those families and work has already begun on staffing and enrolment projections for the 2021-2022 school year.

Administration responded to trustee questions of clarification.

It was,

Moved by: Trustee D. Lloyd  
Seconded by: Trustee Brown

**That the 2020-2021 First Quarter Financial Variance Report, dated January 6, 2021, be received for information.**

**CARRIED**

#### DECISION ITEMS

##### Review of Board Policy BA-4.6, Expenses and Reimbursements for Employees/Trustees

Superintendent Arnew reviewed the draft document with the committee, noting that the recommended revisions were for clarification and better reflection of current practice. Discussion concerning the availability of the roaming feature on trustee board-provided cell phones when travelling outside of Canada took place, with some trustees indicating that the feature should not be turned off and others indicating the costs of roaming internationally were too high and that using wireless fidelity (WiFi) to make phone calls on the cell phone was sufficient.

It was,

Moved by: Trustee Abraham  
Seconded by: Trustee Brown

**That Board Policy BA-4.6, Expenses and Reimbursements for Employees/Trustees, be approved as revised.**

**DEFEATED**

It was,

Moved by: Trustee A. Lloyd  
Seconded by: Trustee D. Lloyd

**That Board Policy BA-4.6, Expenses and Reimbursements for Employees/Trustees, be sent back to administration for further review and the matter dealt with at a future Resource Committee meeting.**

**CARRIED**

Review of Board Policy BA-8.2, Bus Operator Contracted Services

Superintendent Arnew reported that the policy had been reviewed and that no revisions were being recommended, noting that the policy limits any one bus company from operating more than 25% of the routes in system. The committee discussed the situation faced at the start of the school year with First Student Canada not having enough bus drivers to operate their routes and asked that administration review the operator contracts for specific wording concerning reassignment of routes should the operator fail to meet their obligations.

It was,

Moved by: Trustee A. Lloyd  
Seconded by: Trustee D. Lloyd

**That Board Policy BA-8.2, Bus Operator Contracted Services, be approved with no changes.**

**CARRIED**

Review of Board Policy BA-8.6, Transportation: Student Safety

Superintendent Arnew reported that the policy had been reviewed and a revision addressing declared states of emergency or pandemics was being recommended.

It was,

Moved by: Trustee Brown  
Seconded by: Trustee D. Lloyd

**That Board Policy BA-8.6, Transportation: Student Safety, be approved as revised.**

**CARRIED**

Committee Chairperson R. Kitney noted that the next meeting of the Resource Committee would take place on February 3, 2021.

The committee recessed (8:24 p.m.).  
The committee reconvened (8:30 p.m.).

It was,

Moved by: Trustee Bobka  
Seconded by: Trustee A. Lloyd

**That the Committee move to In-camera Session (8:30 p.m.).**

**CARRIED**

The Open Session of the meeting resumed (9:26 p.m.)

ADJOURNMENT

It was,

Moved by: Trustee Brown  
Seconded by: Trustee A. Lloyd

**That the Resource Committee meeting be adjourned (9:27 p.m.).**

**CARRIED**

Rose Kitney  
Committee Chairperson  
January 6, 2021

DRAFT

KAWARTHA PINE RIDGE DISTRICT SCHOOL BOARD

TO: Resource Committee

TOPIC: **Draft Board Policy HR-1.6, Teacher Hiring Practice**

INITIATOR: Steve Girardi, Superintendent, Student Achievement/Human Resource Services

**BACKGROUND**

1. During the 2012-2013 school year, the Ministry of Education approved Regulation 274/12 Hiring Practices under the Education Act. Regulation 274/12 introduced seniority-based teacher hiring for both long-term occasional and permanent teaching positions, resulting in principals selecting from a pool of limited applicants and limiting the Board's ability to choose a teacher based on best fit for the school.
2. On October 15, 2020, the Minister of Education announced that Regulation 274/12 Hiring Practices would be revoked on October 29, 2020 and issued an interim policy for school board hiring practices.
3. Information and direction were provided to principals and vice-principals as well as all teacher federations to ensure immediate compliance of the draft policy in November 2020.
4. On February 22, 2021, Policy/Program Memorandum (PPM) No. 165 School Board Teacher Hiring Practices was issued.
5. The PPM was informed by stakeholder input, including most recently through stakeholder feedback on a draft version of the policy. The PPM outlines provincial expectations for establishing teacher hiring policies and processes that will strengthen Ontario's teacher workforce. School boards will be expected to establish teacher hiring policies that meet the expectations in the PPM no later than March 31, 2021.
6. PPM No.165 expects that school boards will include the following components into their teacher hiring policies:
  - Diversity, Equity, and Human Rights
  - Qualifications and Merit
  - Employment Mobility
  - Fairness and Transparency
  - Monitoring and Evaluation

**STATUS**

7. In meeting the expectations of the new PPM and to guide the recruitment and selection process for teachers, a new draft policy, HR-1.6, Teacher Hiring

Practice, was developed and is attached as Appendix A. Administrative Regulation, HR-1.6.1, Teacher Hiring Practice, is attached as Appendix B for information. This policy and administrative regulation will guide the Board in its recruitment efforts to have a well-prepared, qualified, and diverse teacher workforce with the knowledge, skills and attributes needed to ensure that all students reach their full potential, regardless of their background or social identity.

8. In addition, the PPM includes a specific appendix regarding conflict of interest when hiring teachers. Board Policy HR-1.4, Selection and Appointment to All Positions, currently includes a provision for conflict of interest, however, a separate Administrative Regulation, HR-1.4.8, Conflict of Interest, has been drafted and is attached as Appendix C for information. The requirements outlined in PPM No. 165 will apply to the hiring of all employees at Kawartha Pine Ridge District School Board.

### **RECOMMENDATION**

1. That Draft Board Policy HR-1.6, Teacher Hiring Practice, be approved.

Steve Girardi  
Superintendent, Student Achievement/Human Resource Services

**KAWARTHA PINE RIDGE DISTRICT SCHOOL BOARD****POLICY STATEMENT**

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**Section: Human Resources**

- **Recruitment and Selection**

**Policy Code: HR-1.6****Policy: TEACHER HIRING PRACTICE****Page 1**

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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.

The operation of this policy will adhere to the guidelines outlined in the Ministry Policy/Program Memorandum No. 165, 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 No. B-3.2, Equity, Diversity and Inclusion and HR-1.4 Selection and Appointment to All Positions.

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



## KAWARTHA PINE RIDGE DISTRICT SCHOOL BOARD

### ADMINISTRATIVE REGULATIONS

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<b>Section:</b>	<b>Human Resources</b>	<b>Regulation Code: HR-1.6.1</b>
	<b>• Recruitment and Selection</b>	<b>Policy Code Reference: HR-1.6</b>
<b>Regulation:</b>	<b>TEACHER HIRING PRACTICE</b>	<b>Page 1</b>

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

The Board is committed to fair and transparent teacher hiring policies. Teachers will be hired based on qualifications, merit and the ability to meet the diverse needs of all students.

This administrative regulation is written in accordance with the guiding principles in Board Policy No. HR-1.6, Teacher Hiring Practice.

#### 1. Hiring Processes

The Board’s hiring processes will include the following inter-dependent components.

##### 1.1 Qualifications and Merit

Teacher qualifications and merit will be assessed in a manner that supports:

- 1.1.1 the qualification requirements set out in Regulation 298, “Operation of Schools – General”;
- 1.1.2 demonstrated experience and commitment to creating a safe, inclusive, equitable, accessible, and high-quality learning environment;
- 1.1.3 demonstrated experience providing the best possible program as determined by the hiring principal;
- 1.1.4 demonstrated teaching commitment;
- 1.1.5 experience or time spent in a particular school;
- 1.1.6 suitability for a particular assignment and
- 1.1.7 additional experiences, skills backgrounds, lived and work experience.

##### 1.2 Diversity, Equity and Human Rights

The promotion of human rights and equity is vital to achieving a diverse and representative teacher workforce to meet the needs of a diverse student body. The Board believes in the positive effect on the educational experience and outcomes of historically under-served students when teachers reflect their identities. All students benefit from having teachers with varying social identities and lived experiences. The Board is committed to achieve a diverse and representative workforce by:

## KAWARTHA PINE RIDGE DISTRICT SCHOOL BOARD

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**Section:** Human Resource Services

**Regulation Code:** HR-1.6.1

• Recruitment and Selection

**Code Reference:** HR-1.6

**Regulation:** TEACHER HIRING PRACTICES – continued

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- 1.2.1 ensuring that all employment policies and practices are anti-discriminatory;
- 1.2.2 working to intentionally identify and remove barriers for Indigenous peoples and equity-seeking groups at each stage of the hiring process. This involves examining each part of the process – from setting job requirements and employment conditions to establishing the recruitment, application, screening, interview, and selection processes so that no stage creates a barrier for candidates.

### 1.3 Employment Mobility

Teachers will have equal opportunity to apply for any position (occasional, long-term occasional, or permanent) for which they are qualified irrespective of where they are currently employed, subject to staffing provisions detailed in collective agreements between the Board and its teacher bargaining units.

### 1.4 Fairness and Transparency

To support a fair and transparent process for candidates, our selection process will be guided by the following:

- 1.4.1 **Managing Conflicts of Interest:** Clear guidelines on conflict of interest, including nepotism, during the selection and appointment process, as outlined in HR-1.4, Selection and Appointment to All Positions
- 1.4.2 **Job Postings:** All job postings will include the bona fide or legitimate job requirements and qualifications, while following the requirements outlined in Regulation 298, “Operation of Schools – General”. Hiring principals must submit a request to post form outlining the requirements and qualifications to Human Resource Services for review prior to advertising the position.
- 1.4.3 **Selection and Appointment:** Teacher hiring decisions will be based on an interview and reference check process as a minimum; however, the Board may provide alternatives options for hiring panels to utilize that may include but are not limited to written components or presentations. These selection tools will have criteria for evaluating the performance of the candidates that are related to the positions and performance expectations. The Board will provide training on equitable hiring practices and support to hiring panels to assist in preventing interview and selection bias. Selection criteria will be consistently applied for each individual competition. Interview questions will be relevant to each position and will

## KAWARTHA PINE RIDGE DISTRICT SCHOOL BOARD

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**Section:** Human Resource Services

**Regulation Code:** HR-1.6.1

• Recruitment and Selection

**Code Reference:** HR-1.6

**Regulation:** TEACHER HIRING PRACTICES – continued

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not include questions related to prohibited grounds as outlined in the Ontario Human Rights Code.

1.4.4 Interview Panels: Interview panels will consist of at least two (2) members of school or Board administration. When possible, we encourage the hiring principals to set up demographically diverse hiring panels that draw on the different experiences, skill sets, and educational and professional backgrounds in the board.

1.4.5 Disclosure of Information to teacher bargaining units: unless otherwise negotiated, teacher bargaining units may contact Human Resource Services with requests for information related to the teacher hiring process.

### 1.5 Monitoring and Evaluation

The effectiveness of the Board's hiring policy and processes will be monitored and evaluated annually to review effectiveness and make adjustments as necessary.

### 1.6 Feedback to Promote Professional Growth

Upon request, teacher hiring panels will provide feedback to internal applicants to promote overall professional growth. Such feedback will focus on the teacher's performance during the interview, measures the teacher could take to enhance their professional qualifications, and other ways to improve their chance of being successful in a similar interview in the future.

### 1.7 Accommodation Requirements During Teacher Hiring

The Board is committed to providing barrier-free and accessible employment practices in compliance with the Accessibility for Ontarians with Disabilities Act (AODA) and the Ontario Human Rights Code. Applicants requiring accommodation through any stage of the recruitment process should make them known when contacted. Information related to accommodation during the hiring process will be outlined on all teacher job postings. Human Resource Services will support school administration in determining appropriate accommodations and may require supporting documentation from the applicant to support the accommodation request.

## 2. Effective Practices

## KAWARTHA PINE RIDGE DISTRICT SCHOOL BOARD

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**Section:** Human Resource Services

**Regulation Code:** HR-1.6.1

• Recruitment and Selection

**Code Reference:** HR-1.6

**Regulation:** TEACHER HIRING PRACTICES – continued

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The Board will ensure the following effective practices to remove barriers and gaps in teacher hiring. To implement the expectations outlined in this Administrative Regulation the Board will collaborate with stakeholders including school principals and local teachers' federations.

### 2.1 Candidate Selection Practices

#### 2.1.1 Newly Qualified Teachers

The Board recognizes that hiring of newly qualified teachers presents:

- an opportunity to introduce new talent and skills to the school system;
- a way to increase diversity and an opportunity to strengthen pathways to the teacher profession and invest in the people who will be the experience teachers of the future.

The Board is committed to ongoing recruitment and renewal of the teacher workforce and providing career pathways for newly qualified teachers, including those who have been on long-term assignments for a number of years and have not yet secured a permanent position.

### 2.2 Representation

The Board understands that inequitable representation of historically disadvantaged groups in the workforce can lead to inequities in educational experiences and outcomes for excluded or equity-seeking students. Teacher hiring practices will encourage diversity in the school board and will be reflective of the diversity in the province.

### 2.3 Monitoring and Evaluation Practices to Strengthen Accountability

#### 2.3.1 Data Collection

The Board recognizes the importance of the collection of teacher workforce demographic data as a foundation for well-informed discussions and decision-making about the vision for a diverse and inclusive workplace, as well as the policies, programs, and procedures that will help to achieve that vision.

The Board will utilize quantitative data collection through a voluntary workforce census in helping to identify employment barriers as well as assess diversity in the candidates applying for positions.

### 2.4 Employment Systems Review (ESR)

## KAWARTHA PINE RIDGE DISTRICT SCHOOL BOARD

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**Section:** Human Resource Services

**Regulation Code:** HR-1.6.1

• Recruitment and Selection

**Code Reference:** HR-1.6

**Regulation:** TEACHER HIRING PRACTICES – continued

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The Board will utilize workforce demographic data, to examine its employment systems to assist in identifying barriers for potential candidates which may unfairly impact their chances to succeed. In addition, the Board will undertake to examine the organizational culture for unconscious values, assumptions, and behavioural norms that can disadvantage groups and individuals based on their personal characteristics. The information gathered will be utilized in the development of a Fairness in Employment Plan.

### 2.5 Creating a Fairness in Employment Plan

The Board will work together with employee representatives and teacher federations to utilize the results of the demographic data collected and Employment Systems Review to develop a Fairness in Employment Plan that includes goals and timelines for closing gaps and removing barriers, including workplace culture and attitudinal barriers to a diverse and inclusive work environment.

The Plan will include specially constructed measures to address the ongoing effects of systemic discrimination.



## KAWARTHA PINE RIDGE DISTRICT SCHOOL BOARD

### ADMINISTRATIVE REGULATION

**Section:** Human Resources

- Recruitment and Selection

**Regulation:** SELECTION AND APPOINTMENT TO  
ALL POSITIONS - CONFLICT OF INTEREST

**Regulation Code:** HR-1.4.8

**Page 1**

This administrative regulation, which addresses potential, apparent, and actual conflicts of interest in the selection and appointment processes to all employment positions, is written in accordance with the guiding principles in Board Policy HR-1.4, Selection and Appointments to All Positions, and Board Policy HR-1.6 Teacher Hiring Practices, and Program/Policy Memorandum 165.

This administrative regulation is intended to facilitate an employees' ability to maintain the highest business and ethical standards, and to facilitate the protection of the integrity of employees in the course of their hiring responsibilities to the Kawartha Pine Ridge District School Board.

This administrative regulation defines and addresses potential, apparent and actual conflicts of interest. It provides guidance to those involved in the selection and appointment process so that conflicts of interest are recognized and either avoided or resolved expeditiously through appropriate disclosure and management.

#### 1. Definitions

- 1.1 "Conflict of Interest" means a potential, apparent, or actual conflict where an employee's financial or other personal interest, whether direct or indirect, conflicts or appears to conflict with the employee's responsibility to the Board, or with the employee's participation in any recommendation or decision pertaining to staff hiring within the Board.
- 1.2 "Employee" means a full or part time employees of the Kawartha Pine Ridge District School Board involved in the selection and appointment of staff.
- 1.3 "External Activity" means any activity of an employee outside the scope of their employment with the Kawartha Pine Ridge District School Board undertaken as part of a commercial or volunteer enterprise.
- 1.4 "Relationship" means any relationship of the employee to persons of their immediate family whether related by blood, adoption, marriage, or common-law relationship, and any relationship of an intimate and/or financial nature during the preceding five years, any student supervisor relationship, or any other past or present relationship that may give rise to a reasonable apprehension of bias.
- 1.5 "Supervisor" means the person to whom an employee directly reports.

## KAWARTHA PINE RIDGE DISTRICT SCHOOL BOARD

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**Section: Human Resources**

- **Recruitment and Selection**

**Regulation: SELECTION AND APPOINTMENT TO**

**Regulation Code: HR-1.4.8**

**ALL POSITIONS - CONFLICT OF INTEREST - continued**

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### 2. **Specific Conflicts**

2.1 Without restricting the generality of this administrative regulation, the following circumstances may give rise to conflict of interest:

2.1.1 participating in, or influencing the outcome of the appointment, hiring, promotion, supervision, or evaluation of a person with whom the employee has, or has had, a relationship;

2.1.2 acceptance by an employee of a gift from any of the following persons or entities if a reasonable person might conclude that the gift could influence the employee when performing hiring duties with the school Board:

- a person, group, or entity that has dealings with the school Board;
- a person, group, or entity to whom the employee provides services in the course of his or her duties to the school Board;
- a person, group, or entity that seeks to do business with the school Board.

An employee who is offered a gift in the circumstances described in ii) above shall, in writing, notify his or her supervisor.

### 3. **Procedures for Disclosure of Conflicts of Interest**

3.1 All employees have an obligation to disclose to their supervisor or the Director of Education, or designate, any conflict of interest. The employee must disclose in writing as soon as she/he could reasonably be aware that a conflict of interest exists. The existence of a conflict of interest does not necessarily preclude involvement in the issue which has given rise to the conflict ("the matter"). The employee must declare, in writing, the nature and extent of the conflict of interest no later than any meeting or process in which the employee participates and at which the matter is to be considered. The employee must refrain from taking part in any discussion or decision making in relation to the matter, and withdraw from any meeting or process when the matter is being discussed until a decision has been reached regarding the manner in which the conflict of interest will be addressed.

3.2 A conflict of interest involving an employee may also be reported to a supervisor by any other person. A report to a supervisor about the existence of a potential, apparent or actual conflict of interest shall be made in writing.

**Section: Human Resources**

- **Recruitment and Selection**

**Regulation: SELECTION AND APPOINTMENT TO**

**Regulation Code: HR-1.4.8**

**ALL POSITIONS - CONFLICT OF INTEREST - continued**

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**4. Procedures for Management of Conflicts of Interest**

- 4.1 If the supervisor or Director of Education, or designate, to whom the disclosure is made also has a conflict of interest, the disclosure should be made in writing to the person at the next highest level of authority.
- 4.2 The supervisor or Director of Education, or designate, will investigate to determine if a conflict of interest exists. Where appropriate, the Supervisor or Director of Education, or designate, may consult with the employee and/or others.
- 4.3 If the supervisor or Director of Education determines there is a conflict of interest, the supervisor or Director of Education should resolve the matter and shall document, in writing, any remedies that have been applied.

**5. Options for Resolving Conflicts of Interest**

- 5.1 If a supervisor or Director of Education, or designate, determines that a conflict of interest exists, the Supervisor or Director of Education, or designate, will decide a course of action from the following options:
- 5.1.1 If the matter pertains to paragraph 2.1.1 above, and where the employee may be knowledgeable and have information central to the discussion, the employee with a conflict or appearance of conflict may be permitted to be involved in the matter without participating in the final decision,
- 5.1.2 If an employee fails to disclose a conflict, a range of remedies can be applied, up to and including the termination of employment.

**6. Contraventions of this Administrative Regulation**

Adherence to this administrative regulation, in letter and in spirit, is crucial to the relationships of trust that exist between the Board, its Employees, and the public. Contraventions of this administrative regulation, whether arising from dishonesty or inattention, undermine these relationships and may lead to disciplinary action. For employees, disciplinary sanctions for breach of this administrative regulation may take a range of forms appropriate to the nature of the contravention and could include dismissal from employment.