

Ontario School Board K-12 Teacher Hiring - Effective March 31, 2021

#	Customized Product	Bendel Services Product Description	PPM Requirement
1	Teacher Hiring Policy	<p>Bendel Services will provide a hiring policy that reflects your District’s rights (e.g. denominational schools, French-language, etc.). It will be formatted as per your existing policies. It will incorporate:</p> <ul style="list-style-type: none"> • Current general legislation (e.g. Human Rights’ Code) • Reg. 298 - Operation of Schools - General • Your relevant collective agreements’ provisions • Barrier-free and anti-discriminatory policies 	Fair, consistent, transparent teacher hiring policy and process
2	Teacher Hiring Selection & Evaluation Criteria	<p>Bendel Services will provide a procedure that outlines selection criteria. It will be formatted for posting onto your district’s website and will include:</p> <ul style="list-style-type: none"> • The value of applicants’ demonstrated experience/commitment to creating a safe, inclusive, equitable, accessible, and a high-quality learning environment • Bona fide qualifications for the position • The value of applicants’ experience/time spent in a particular school • Consideration of applicants’ suitability for a particular assignment • The value of additional work/life experiences, skills, and background • Commitment to equal opportunity for all OCT teachers to occasional teaching, long-term occasional teaching and probationary positions (that will recognize mobility for teachers currently employed elsewhere) 	Districts’ requirements and selection criteria for hiring made publicly available on their websites. They must value qualifications/merit diversity, equity, human rights mobility, fairness and transparency
3	Examination of Existing Processes	<p>Bendel Services will review your district’s existing processes to ensure that they are barrier-free (particularly for Indigenous peoples and equity-seeking groups). Processes reviewed include:</p> <ul style="list-style-type: none"> • Teacher recruitment applications • Teacher job descriptions • Screening/shortlisting • Interview and selection processes • Debriefing processes 	Each district should examine its employment systems to determine whether it creates barriers for potential candidates or unfairly impacts their chances to success.
4	Teacher Job Description Template	<p>Bendel Services will provide a teacher job description, customized for your District. It will focus on what the teacher needs to: know, do, be.</p> <p>It will form part of the advertising (job posting)— selection (interview questions/indicators) — training — and appraisal continuum.</p>	A process for adherence to the bona fide or “legitimate” job requirements and qualifications while following the requirements in Reg. 298



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5	Job Posting Template	<p>Using the teacher job description (identified above), Bendel Services will provide a job posting template for teacher hiring that includes the what, who, how.</p> <p>It will be written using the principle of full disclosure and with a view of the posting through the applicants' eyes (e.g. can the applicant envision fitting in?).</p> <p>It will include details (location, position, type), the process (all steps, all dates) with links to FAQ sheets in anticipation of applicant questions.</p> <p>It will reflect the qualities of an invitational organization (e.g. removal of verbiage such as <i>"only those selected for an interview will be contacted"</i>).</p>	<p>Fairness and Transparency A process for:</p> <ul style="list-style-type: none"> • Providing accommodation based on needs related to the Human Rights Code; • All aspects of teacher hiring including the communication of these
6	Interview Questions and Indicators	<p>Using the teacher job description (identified above) and building on the job posting, Bendel Services will provide several structured templates that can be used for various interview techniques: Conducted in-person, real-time virtual, recorded time virtual, phone and written.</p> <p>Templates will include behaviour-descriptive interview questions and indicators for teacher vacancies in the Primary, Junior, Intermediate and Senior divisions.</p>	<p>Fairness and Transparency:</p> <p>Criteria for evaluating candidates based on more than one source (structured evaluation criteria, questions and tools that prevent bias)</p>
7	Hiring Panel Training - Effective Interviewing Methods	<p>Bendel Services will provide online webinar(s) for teacher hiring panels that include (but not limited to):</p> <ul style="list-style-type: none"> • The selection of demographically diverse hiring teams • The benefit of providing interviewees with the questions in advance of a timed interview • The roles of the interview team (who will ask questions, whether probing/posing will be used, etc.) • The team's ability to draw on the different experiences, skill sets and educational and professional backgrounds in the district • Training in scripting applicant responses (as opposed to note taking) to remove unconscious bias, assumptions and behavioural norms that can disadvantage groups and individuals based on their personal characteristics • The use of the silo technique for completing the final assessment forms (and selection of the successful candidate) • The art of debriefing (what the candidate did well, where improvement is required and overall perception of the candidate's performance) 	<p>Fairness and Transparency:</p> <p>A process to promote demographically diverse hiring panels that draw on the different experiences, skill sets, and educational and professional backgrounds in the district</p>



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8	Final Assessment Form & Conducting Reference Checks	<p>Bendel Services will provide a template and steps for completing the final assessment form:</p> <p>Each interviewer individually completes the form and provides meaningful and fact-based feedback. The applicant is rated at one of four levels (compared to that which would normally be expected of a teacher in that grade and position).</p> <p>In addition, Bendel Services will provide a template for the reference check with well constructed questions based on the job description, the questions and assessments against the applicant's responses. Interviewing teams will be trained on the proper method of conducting a reference check including providing the referee with the context of the job the candidate has applied for, the ability to probe the referee if the interviewer is not satisfied with the response, the importance of non-disclosure of the candidate's interview performance and the importance of the confidentiality of the referee's responses.</p>	<p>Fairness and Transparency:</p> <p>Criteria for evaluating candidates based on more than one source (structured evaluation criteria, questions and tools that prevent bias)</p>
9	Applicant Debriefings	<p>Bendel Services will train hiring teams on the requirement to provide debriefings to all interviewed candidates using the final assessment form. Teams will be trained on how to use their scripting to provide candidates with verbatim quotations from their responses on areas where they responded well and areas where improvement is required. Teams will be taught the importance of employer representation within an invitational organization with fair and transparent selection processes.</p>	<p>Districts will develop a process for providing constructive interview feedback for candidates, upon request</p>
10	Email Templates throughout the Selection Process	<p>Bendel Services will provide communication templates for every step of the selection process including:</p> <ul style="list-style-type: none"> • Emails to all candidates who applied to the posting • Emails to unsuccessful candidates (not selected for an interview; not selected post interview; etc.) • Emails to selected candidates (selected for an interview, selected for the position and onboarding, etc.) <p>The importance of documenting these communications within the competition file will also be reviewed with respect to the process.</p>	<p>Fairness and Transparency:</p> <p>A process for tracking and communicating with applicants</p>
11	Conflict of Interest Disclosure Policy for Teacher Hiring	<p>Bendel will provide a conflict of interest policy specifically for teacher hiring. It will be formatted as per your existing policies and will include:</p> <ul style="list-style-type: none"> • Steps to avoid nepotism • Descriptions of specific conflict interest situations • Legitimate job requirements and qualifications • Disclosure of conflicts • Options for resolving conflicts, etc. 	<p>Each District must have a conflict of interest policy for teacher hiring that reflects the minimum outlined by the Ministry of Education</p>



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12	Fairness in Employment Plan	<p>Bendel Services can facilitate the development of the employment plan using the workforce census and ESR data. Employer representatives, local teacher federations and associations can be brought together online for such a purpose. Bendel Services will use its in-house planning model to develop a comprehensive plan.</p>	<p>Districts are expected to work together with local teachers' federations and associations and should use the result of the workforce census and ESR to develop a fairness in employment plan.</p>
13	Training eBook and Webinar	<p>Bendel Services offers webinars (with accompanying eBooks). Within the past year, the following webinars have been presented to school districts across Canada/US:</p> <ul style="list-style-type: none"> • Online Interviewing for school districts • Developing aligned job descriptions/interviews and appraisal systems • Scripting interviews <p>An eBook and webinar can be offered on any of these customized products (e.g. the hiring teams would receive training and an eBook with all accompanying checklists/templates/etc.). A certificate of participation will be issued for their PD portfolios and as a means to documenting the required training in the spirit of PPM165.</p> <p>In addition, the following webinars have been presented to teacher applicants across Canada/US:</p> <ul style="list-style-type: none"> • Get Hired Series (Preparing for the Interview; Success in the Interview; Transitioning from Occasional to Permanent including the PPM hiring process) • The Art of Teaching (a series of 5 webinars on effective instruction) <p>Bendel Services can conduct an applicant survey as a means to documenting the teacher applicants' experience and perceived barriers that unfairly impact their chances to success in your district's recruitment process.</p>	<p>Monitoring and Evaluation:</p> <p>Boards should develop a monitoring and evaluation plan to review the effectiveness of their teacher hiring policy and make adjustments as necessary.</p>

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