

## NEWS RELEASE

### Winnipeg School Division Responds to Employment Equity Audit

**June 23, 2024 (Winnipeg, MB)** – The Winnipeg School Division (WSD) Board of Trustees has released results of the division’s first ever Employment Equity Audit.

“On behalf of the Board of Trustees, I would like to thank Turner Consulting Group for performing all work in connection with an Employment Equity Audit for WSD,” said Betty Edel, Chair, WSD Board of Trustees. “The members of the Board would also like to thank all employees who participated in the round table discussions and provided feedback on the survey.”

While there are a significant number of recommendations outlined in the audit report, many of the recommendations are standard across all education and business sectors. The Board of Trustees is pleased confirm that from the 82 recommendations, 58 have been identified and actioned upon by the administration and/or through applicable legislation.

“We understand it is important to students, employees and school communities for the division to continue to share the results of our progress on these recommendations,” said Edel.

The remaining recommendations are under review and will be considered as the Board of Trustees begins the development of the new Strategic Plan and continues its consultation process on identifying areas of priorities.

In addition to the recommendations made by Turner Consulting Group, the Board of Trustees has also identified the following actions required to meet the needs of our students and employees:

- Continuing the consultation process and collecting feedback from all employees to increase the engagement level from 6 percent of its employees who participated in the audit to 50 percent by developing a comprehensive employee engagement strategy.
- Promoting additional leadership opportunities.
- Undertaking a review of the supports and resources required to accommodate, engage and inspire employees to achieve a work/life balance.
- Requesting the Province of Manitoba to provide funding to assist public bodies in meeting the obligations of accommodations under the new Accessibility Legislation and the Manitoba Human Rights Code.
- Strengthening partnerships with universities to provide course teachings and materials to students enrolled in the Education program in the areas of diversity, equity and inclusion.
- Encouraging the Province of Manitoba to allocate resources to supporting programs and services for employees.
- Developing the new strategic plan based on improving employment equity.

The Board of Trustees will continue to seek input from employees as it strives to meet its goals to promote diversity, equity and inclusion for all.

WSD was established in 1871 and currently has 79 schools, almost 30,000 students and over 4,000 full time employees. Its purpose is to provide a learning environment that fosters the growth of each student’s potential and provide equitable opportunity to develop the knowledge, skills and values necessary for meaningful participation in a global and diverse society.

[Link to full report](#)

## PROGRESS REPORT ON RECOMMENDATIONS

<i>RECOMMENDATIONS</i>	<i>STATUS</i>
<b>RECOMMENDATION 1</b>	
<p>It is recommended that the next strategic plan include:</p> <ul style="list-style-type: none"> <li>• An analysis of the racial diversity of the Winnipeg school community in its demographic analysis</li> <li>• A comparison of the WSD’s workforce with the diversity of the school community to identify gaps in representation</li> <li>• Recognize the increased mental health needs of employees and the need to support employee mental health so that they can better serve students, and</li> <li>• Recognize the need to foster more inclusive and safe working environments in order to create the environments in which employees can give their best to students and to retain employees</li> <li>• That the performance indicators include rate of employee retention/turnover by designated group, diversity of school division staff be replaced with gap in representation of the diversity of staff compared to the diversity of the student population or community served, and that leadership opportunities be promoted for designated group members.</li> </ul>	<p>In Progress - The Board of Trustees is in the process of issuing a Request for Proposals to assist the Board in the development of the Strategic Plan.</p>
<b>RECOMMENDATION 2</b>	
<p>It is recommended that the Employment Equity Policy be updated to remove men as a designated group since there is no evidence that they experience systemic and persistent discrimination in the labour market.</p>	<p>Completed - The Policy was amended prior to the recommendations outlined in the Employment Equity review. The Board of Trustees will revisit this Policy to comply with the recommendations outlined in the Employment Equity Review.</p>
<b>RECOMMENDATION 3</b>	
<p>It is recommended that WSD develop procedures to support the implementation of the Employment Equity Policy.</p>	<p>In Progress – Professional Development Opportunities will continue to be provided to all staff.</p>
<b>RECOMMENDATION 4</b>	
<p>It is recommended that the Staff Conflict of Interest Policy makes reference to “family and friends” when describing what constitutes a conflict of interest.</p>	<p>Under Review</p>

RECOMMENDATION 5	
<p>It is recommended that the Staffing Framework be revised to: address the need to comply with the Manitoba <i>Human Rights Code</i> and the <i>Accessibility for Manitobans Act</i>; integrate how the objectives of the Employment Equity Policy will be achieved; and expand the definition of conflict of interest.</p>	Under Review
RECOMMENDATION 6	
<p>It is recommended that the Recruitment Policy and Administrative Procedure be updated to:</p> <ul style="list-style-type: none"> <li>• Reflect the current application process and to remove the questions pertaining to disability and drivers license (unless it is a bona fide job requirement)</li> <li>• Adding the Code-protected characteristic of gender identity</li> <li>• Stating that all vacancies greater than 3 months be posted</li> <li>• Stating the commitment to provide accommodation based on any Code-protected characteristic in the hiring process, and</li> <li>• Stating that those requiring a transfer for accommodation or other reasons related to a Code-protected characteristic will be given priority.</li> </ul>	In Progress
RECOMMENDATION 7	
<p>It is recommended that the characteristics of an effective school administrator identified in the Selection of School Administrators Policy and Administrative Procedure be revised to include equity competencies.</p>	In Progress - The Policy is referred to Finance/Personnel Committee for review
RECOMMENDATION 8	
<p>It is recommended that the Selection of School Administrators Policy and Administrative Procedure be revised to ensure that the process reflects a need to consider equity competencies and how employment equity will be considered in the hiring process in order to support the hiring of school leaders from the designated groups. It should also ensure that the selection process is free of personal biases and provide for training of those involved in the selection process.</p>	In Progress - The Policy is referred to Finance/Personnel Committee for review
RECOMMENDATION 9	
<p>It is recommended that the Safety Initiatives Administrative Procedure include the requirement to identify employees who may require support to evacuate WSD buildings and that individualized workplace emergency response plans be developed for these individuals.</p>	In Progress - The Accessibility Policy outlines the requirements
RECOMMENDATION 10	
<p>It is recommended that the Employee Health and Safety Use of Chemical Substances Policy and the Employee Assistance Policy address the fact that addiction or substance dependence is recognized by the Manitoba Human Rights Commission as a form of disability, and that employees should be offered the opportunity to attend a rehabilitation program and return to work, with monitoring and conditions.</p>	Under Review

**RECOMMENDATIONS**

**STATUS**

<b>RECOMMENDATION 11</b>	
It is recommended that the Leave of Absence Policy remove gendered language.	In Progress
<b>RECOMMENDATION 12</b>	
It is recommended that the Professional Development Policy and Administrative Procedure be reviewed and revised to be consistent with the goal of supporting equitable access to professional development that supports the advancement of members of the designated groups within the Division. They should also specify a commitment to non-discrimination and ensuring that barriers to professional development do not exist for members of the designated groups.	In Progress
<b>RECOMMENDATION 13</b>	
It is recommended that WSD embed in policy the need to conduct exit interviews/surveys with employees who voluntarily resign from the organization. The exit interviews should include questions about the employee's experiences working with the organization and work team or school. The questions should also allow WSD to analyze employees' reasons for leaving, by identity group, to better understand the experiences of Indigenous staff and those from the equity-seeking groups and how these experiences may have contributed to their departure from the organization.	In Progress - A framework is being developed for approval by the Board of Trustees
<b>RECOMMENDATION 14</b>	
It is recommended that, on an annual basis, Human Resources summarize information from the exit interviews/surveys, by identity group, to present to the Chief Superintendent in order to identify trends and develop plans to proactively address the identified concerns with respect to equity, diversity, and inclusion.	In Progress
<b>RECOMMENDATION 15</b>	
It is recommended that the Accessibility Plan be expanded to address the accessibility needs of WSD employees.	Completed
<b>RECOMMENDATION 16</b>	
It is recommended that the Smudging in School Division Buildings Procedure be updated to refer to burning of traditional medicines and recognize that some employees and schools may wish to smudge on a regular basis and allow for the use of fans or air purifiers to remove smoke from the air after a smudge.	Under Review - The Board of Trustees will review Policy.
<b>RECOMMENDATION 17</b>	
It is recommended that the Harassment Prevention Policy and Administrative Procedure be updated to address the identified issues.	In Progress - The Policy will be replaced with a Respectful Workplace Policy for approval by the Board of Trustees.

RECOMMENDATION 18	
It is recommended that the Violence Prevention Policy and Administrative Procedure be updated to address the identified issues.	In Progress - The Policy will be replaced with a Respectful Workplace Policy for approval by the Board of Trustees.
RECOMMENDATION 19	
It is recommended that the Respectful Workplace Procedures Manual be updated to address the identified issues and to ensure consistency with revisions to the Harassment Prevention Policy and the Violence Prevention Policy and administrative procedures.	Pending - Once the new Respectful Workplace Policy is approved the manual will be updated
RECOMMENDATION 20	
It is recommended that employee medical information not be retained in their personnel file.	Current Practice
RECOMMENDATION 21	
It is recommended that WSD develop an Accommodation Policy to address the Division's obligations to provide accommodation based on any Code-protected characteristic. <sup>1</sup>	Completed - Outlined in the new Accessibility Policy
RECOMMENDATION 22	
<p>It is recommended that WSD develop a Scent-Free Workplace Policy to reflect the organization's obligation to accommodate an employee with scent sensitivity, short of undue hardship.<sup>2</sup> This policy and supporting procedures should include processes to:</p> <ul style="list-style-type: none"> <li>• Educate employees on the need to maintain a scent-free workplace</li> <li>• Allow for smudging/burning of traditional medicines</li> <li>• Post notices in the workplace when a scent sensitivity has been identified</li> <li>• Post notices that construction/re-modeling, waxing, shampooing, painting, spraying, etc., will be conducted 1 week beforehand so that affected personnel can make arrangements or have their duties modified during that time</li> <li>• Put the policy statement notice on all appointment cards, stationery, room booking notices, employment postings, etc.</li> <li>• Specify wording for "Scent Free" signs and where the signs will be posted, and</li> <li>• Create mechanisms to consistently enforce the policy.</li> </ul>	In Progress

RECOMMENDATION 23	
It is recommended that WSD develop a policy and procedures for employees to identify their preferred name, if it differs from their legal name, upon hiring (and potentially even during interviewing), as well as procedures to support the use of their preferred name unless use of their legal name is required.	Current Practice - The Board of Trustees to give consideration to the development of a policy
RECOMMENDATION 24	
It is recommended that WSD educate staff about employees' and students' use of preferred names and pronouns.	Completed for students/staff for progress
RECOMMENDATION 25	
It is recommended that WSD develop a policy and related procedures to support transgender employees who may be transitioning at work. <sup>3</sup>	In Progress
RECOMMENDATION 26	
It is recommended that the Division establish a review schedule to ensure that each human resource policy is reviewed at least once every three years and that the review be conducted through an equity lens.	Under Review
RECOMMENDATION 27	
It is recommended that the Division use its policy review process as an opportunity to incorporate gender-neutral language in all policies.	Under Review
RECOMMENDATION 28	
It is recommended that a description of the job, duties, skills, and qualifications be included on each job posting.	Under Review
RECOMMENDATION 29	
It is recommended that the salary range be included on each job posting.	Under Review
RECOMMENDATION 30	
It is recommended that the Division revise its equity statement to use the up-to-date terms of Indigenous peoples and racialized people (visible minorities).	Completed
RECOMMENDATION 31	
It is recommended that the Division expand the equity statement to also state a commitment to removing barriers to hiring, advancement, and the full inclusion of Indigenous peoples and members of the equity-seeking groups.	Completed

RECOMMENDATION 32	
It is recommended that the equity and accommodation statements be included on each job posting as well as on the Division's Careers webpage.	Completed
RECOMMENDATION 33	
It is recommended that the accommodation statement be updated to state that the Division will provide accommodation to all applicants based on any Code-protected characteristic during the interview and assessment process, upon request.	Completed
RECOMMENDATION 34	
It is recommended that the Division include equity-related competencies specific to each role, and that these competencies be reflected within the job postings and assessed through the selection process.	Under Review
RECOMMENDATION 35	
<p>It is recommended that the Careers webpage be updated to provide the following information:</p> <ul style="list-style-type: none"> <li>• What to expect in the interview process</li> <li>• Application and interview tips</li> <li>• Other benefits of working at the WSD</li> <li>• Answering frequently asked questions, including "What types of accommodation will be provided to support me to participate in the hiring and selection process?" "What if my interview falls on a holy day or holiday?" and "What is the process to request an accommodation?"</li> <li>• The process that will occur should a candidate's Police Information Check and Child Abuse Registry Check not be clear</li> <li>• Information for internationally trained professionals who wish to have their credentials assessed.</li> </ul>	Under Review
RECOMMENDATION 36	
It is recommended that WSD engage in targeted outreach recruitment to attract applicants by sharing job postings with community and professional organizations that serve Indigenous peoples and the equity-seeking group to help diversify the applicant pool for all positions.	Current Practice
RECOMMENDATION 37	
It is recommended that WSD develop processes to ensure that it is not accepting fraudulent educational credentials.	Current Practice

RECOMMENDATION 38	
It is recommended that WSD ensure that it is not in violation of human rights and guidance will be provided to those involved in the hiring process should a candidate not be able to provide their original certificate or degree.	Current Practice - Accommodations made on case by case
RECOMMENDATION 39	
It is recommended that WSD remove any questions related to citizenship from the application form.	In Progress
RECOMMENDATION 40	
It is recommended that WSD use the term "Indigenous to North America or Turtle Island" to ensure that the survey is not capturing people who are Indigenous to other parts of the world.	Completed
RECOMMENDATION 41	
It is recommended that WSD develop procedures to ensure that it makes use of the self-identification data to identify barriers in the hiring process and to support the diversification of the workforce.	In Progress
RECOMMENDATION 42	
It is recommended that WSD inform job applicants whether and how their demographic data will be considered in the selection process.	In Progress
RECOMMENDATION 43	
It is recommended that all Human Resources staff along with managers and school administrators involved in hiring be provided with guidance on AMA requirements to ask about and provide accommodation in the hiring process, and that they be reminded that a candidate's need for accommodation is not to be considered when making a hiring decision.	In Progress
RECOMMENDATION 44	
It is recommended that the Careers webpage communicate to job seekers that WSD will provide accommodation in the hiring process, short of undue hardship, based on any Code-protected characteristic, and that job seekers should let their accommodation needs be known when they are contacted for an interview.	Completed
RECOMMENDATION 45	
It is recommended that Human Resources Services develop, share, and require the use of a pre-screening form to support the consistent assessment of applicants in order to determine who is invited for an interview and that this form be retained in the staffing files.	Current Practice



RECOMMENDATION 46	
It is recommended that hiring managers are advised to include people from diverse backgrounds on the interview panel. When hiring for positions with a specific focus on Indigenous students, the hiring panel should be comprised predominantly of Indigenous peoples.	Under Review
RECOMMENDATION 47	
It is recommended that training be provided to all those involved in the hiring process to ensure that they have the knowledge and skills to support a bias-free hiring process. This should include training to help them understand how and why they should provide accommodation during the hiring process and that the need for accommodation should not be considered when making the hiring decision.	In Progress
RECOMMENDATION 48	
<b>It is recommended that all those involved in hiring receive mandatory training to help them understand and minimize the impact of unconscious bias in the hiring process and understand how to create bias-free hiring processes that focus on the objective assessment of candidate's job-related skills and abilities.</b>	In Progress
RECOMMENDATION 49	
It is recommended that the hiring panel receive guidance on interview questions including: that a question to assess the candidate's equity-related competencies ought to be included; that a mix of different types of interview questions should be included (i.e., behavioural, situational, technical or knowledge, and experience); and guidance to support questions that focus on assessing the candidate's skills and abilities for the job. This may also include developing a pool of interview questions related to various competencies from which hiring managers are able to select.	In Progress

RECOMMENDATION 50	
<p>It is recommended that a Hiring Toolkit be developed to:</p> <ul style="list-style-type: none"> <li>• Provide guidance to hiring managers on developing interview questions that focus on assessing the candidate’s skills and abilities to do the job and the need to score each question against predetermined “look fors”</li> <li>• Educate members of the hiring panel about how cultural, gender, and other biases may impact their hiring decisions. This should include instructing panel members to ask interview questions that assess a candidate’s skills and abilities to do the job and not other factors such as their perceived “passion” for the job</li> <li>• Require that the interview panel provide a written copy of the interview questions for the candidate to refer to during the interview and, where possible, allow the candidate to review the written questions a few minutes prior to the interview</li> <li>• Include instructions for interview teams that reflect a number of best practices: <ul style="list-style-type: none"> <li>○ Open the interview by explaining the process to the candidate, including the number of questions to be asked and the time allotted for the interview</li> <li>○ Guidance on the use of “look fors”</li> <li>○ Guidance on probing</li> <li>○ Consensus scoring</li> <li>○ Guidance on cultural norms (e.g., candidates not making eye contact)</li> </ul> </li> <li>• Address the potential impact of unconscious bias in the hiring process, including tips for hiring managers to mitigate the impact of bias on the hiring process.</li> </ul>	In Progress
RECOMMENDATION 51	
<p>It is recommended that hiring panels receive guidance on other forms of assessment, such as presentations and testing that can be employed to better assess a candidate’s skills, and to ensure that these assessments are consistently administered and scored and that candidates are asked whether they require any accommodation to complete the test.</p>	Current Practice

RECOMMENDATION 52	
It is recommended that reference checks include a question, appropriate for the position, on equity and diversity.	Under Review
RECOMMENDATION 53	
It is recommended that a checklist be provided to specify which items should be maintained in the competition files.	In Progress
RECOMMENDATION 54	
It is recommended that guidance be provided to hiring managers on their responsibilities and the action to be taken to diversify the WSD workforce.	In Progress
RECOMMENDATION 55	
It is recommended that the job postings for principals and vice principles state that candidates will be provided with accommodation based on any Code-protected characteristic and that candidates should let their needs be known when invited for an interview.	In Progress
RECOMMENDATION 56	
It is recommended that equity-related competencies be included in the characteristics sought in principals and vice principles.	In Progress
RECOMMENDATION 57	
It is recommended that the interview notes for principals and vice principles be retained for at least 18 months for review should there be a human rights complaint or grievance.	In Progress

RECOMMENDATION 58	
It is recommended that WSD communicate changes to the hiring and promotion policies and procedures in order to increase confidence that these processes are fair and support the fair assessment of job candidates based on their skills and abilities to do the job.	In Progress
RECOMMENDATION 59	
It is recommended that ongoing training be provided to Human Resources staff, managers, and principals to address ableist attitudes, to better understand their legal obligations under the Manitoba Human Rights Code to provide accommodation, and understand how the Division benefits from providing accommodation to enable employees to keep working and to do their best work. This training should also help participants understand the range of physical and mental disabilities, both evident and non-evident, for which accommodation may be requested and the types of accommodation that may be provided, and the principles of accommodation. This training should also address their obligations to keep the employee's information confidential.	In Progress
RECOMMENDATION 60	
It is recommended that the Division provide appropriate training and ongoing education for all managers and school leaders about their duty to accommodate employees based on any Code-protected characteristic, particularly disability, religion, and family responsibilities.	In Progress
RECOMMENDATION 61	
It is recommended that the Division review the workload and processes of Human Resource staff responsible for accommodation to ensure that they have the capacity to respond to accommodation requests in a timely manner.	In Progress
RECOMMENDATION 62	
It is recommended that the Division revise the processes and tools used in the accommodation process to ensure compliance with the Human Rights Code and that accommodation be provided according to the principles of accommodation.	Completed

<b>RECOMMENDATION 63</b>	
It is recommended that the Division establish timelines for responding to accommodation requests and that processes be put in place to track accommodation requests, when they are responded to, the amount of information requested by doctors, the number of independent medical examinations conducted, the number of employees on short and long-term sick leave, when accommodation is provided, and the number and type of accommodations provided. A summary report should be prepared and presented to the Chief Superintendent on a quarterly basis.	Completed
<b>RECOMMENDATION 64</b>	
It is recommended that employees be provided with information about their right to accommodation, the process for requesting accommodation, the principles of accommodation, the type of information that may be required, the timelines, and FAQs to ensure they have the information to fully understand the process. Emphasis should be placed on explaining the Division's legal obligations under the Manitoba Human Rights Code as well as how accommodation helps get the best from employees so that accommodation is not seen as special treatment provided to some employees.	Completed
<b>RECOMMENDATION 65</b>	
It is recommended that a central accommodation fund be developed so that schools and departments are not expected to pay for more costly accommodations on their own, which could impact whether the needed accommodations are provided.	Current Practice – Provincial Funding accommodations made case by case basis
<b>RECOMMENDATION 66</b>	
It is recommended that the Accommodation Policy (proposed in Recommendation 21) and supporting procedures and guidance documents address the need for equipment purchases by the school or department to move with the employee should they move to another school or department. This policy should also specify how long-term or permanent disabilities are handled, so that employees are not required to reapply for accommodations on an annual basis or when they have a new manager. The policy should specify which accommodations will be paid for through a central fund and the process for accessing this fund.	Current Practice
<b>RECOMMENDATION 67</b>	
It is recommended that the Division negotiate Memorandums of Understanding with each union, federation, and association to support all parties to meet their obligations to accommodate employees across bargaining units.	In Progress

RECOMMENDATION 68	
<p>It is recommended that WSD develop operating procedures for accommodating religious, Indigenous, and spiritual observances that provides clear procedures on how to access accommodation, including Indigenous cultural and spiritual observances. These procedures should be consistent with the requirements of the Manitoba Human Rights Code and the principles of accommodation.</p>	In Progress
RECOMMENDATION 69	
<p>It is recommended that WSD explore the removal of barriers to the hiring of elders/knowledge keepers to improve access to language teachers for Indigenous students. This may include replacing the requirement of a bachelor's degree with a community-led vetting process, for example.</p>	Completed
RECOMMENDATION 70	
<p>It is recommended that all people leaders receive in-person mandatory human rights training on an annual basis to ensure that they are able to lead and foster a work environment that values and is inclusive toward Indigenous peoples and members of the equity-seeking groups. This training should help managers develop the competence and confidence to identify and address inappropriate behaviours when they do occur. This training should also remind people leaders of their legal obligations to foster a respectful work environment, to lead by example, and to act to stop harassment and discrimination when they witness or hear about these behaviours.</p>	Under Review
RECOMMENDATION 71	
<p>It is recommended that all employees receive training on racism and other forms of oppression, the WSD's legal obligations to create harassment- and discrimination-free workplaces, and managers' obligations to act when they know about or ought to be aware of racism in the workplace.</p>	Completed – WSD has several policies to support inclusive learning spaces and provides for opportunities for students and staff to learn and work in safe learning environment
RECOMMENDATION 72	
<p>It is recommended that the Division ensure appropriate resources to investigate and address complaints of inappropriate behaviours under the Manitoba Human Rights Code.</p>	Ongoing – The Board of Trustees to consider as part of Communication and Strategic Plan

RECOMMENDATION 73	
<p>It is recommended that the Division establish and provide ongoing support to affinity groups/employee resource groups to create safe and inclusive spaces for Indigenous employees and those from the equity-seeking groups for networking and support. Furthermore, the Division should use the affinity groups as a valuable resource to continue its work to identify and remove barriers to employment equity, diversity, and inclusion.</p>	Ongoing
RECOMMENDATION 74	
<p>It is recommended that the Division ensure that it creates inclusive, anti-racist, and safe workplaces that allow 2SLGBTQ+, Indigenous, and racialized employees to bring their full selves to work. This should include visual displays of positive spaces as well as training for managers and school administrators about their roles and responsibilities to create inclusive and welcoming spaces for all employees.</p>	Completed – The Board of Trustees to determine next steps
RECOMMENDATION 75	
<p>It is recommended that the WSD develop a multifaceted communications/learning strategy that is updated on an ongoing basis and that may include newsletters, lunch and learns, a glossary of equity terminology, book clubs, podcasts, and other informal methods of promoting knowledge, resources, tools, and practices, etc.) with the goal of:</p> <ul style="list-style-type: none"> <li>• Increasing employee understanding of employment equity, diversity, and inclusion</li> <li>• Increasing employee understanding of barriers to hiring, advancement, and inclusion in the labour market generally and within the WSD more specifically, addressing the facts and myths associated with employment equity</li> <li>• Defining key terms and concepts, and</li> <li>• Developing and communicating a business case for employment equity, diversity, and inclusion that links the organization's equity, diversity, and inclusion efforts to student success.</li> </ul>	Ongoing
RECOMMENDATION 76	
<p>It is recommended that all senior leaders learn about equity in leadership and receive individual coaching, as needed, to support their ongoing development and deepen their ability to lead the Division's equity efforts and embed equity into all that the Division does.</p>	Ongoing

**RECOMMENDATIONS**

**STATUS**

RECOMMENDATION 77	
<p>It is recommended that the Division share this report and the resulting action plan with employees and members of the school community and provide regular updates with respect to implementation to better support employees to understand the need and rationale for its employment equity, diversity, and inclusion efforts.</p>	<p>Completed - The Board of Trustees established an Employment Equity Office and allocated resources</p>
RECOMMENDATION 78	
<p>It is recommended that issues of equity and human rights be embedded into all other training provided to employees, as appropriate, so that they are able to see the connections to all the work they do.</p>	<p>Under Consideration</p>
RECOMMENDATION 79	
<p>It is recommended that WSD use the recommendations from this report to develop an Employment Equity Strategy and implementation plan which includes accountability measures.</p>	<p>In Progress – The Board of Trustees to consider and determine schedule.</p>
RECOMMENDATION 80	
<p>It is recommended that appropriate financial and human resources be allocated to support the implementation of the Employment Equity Strategy and to lead the Division’s employment equity efforts.</p>	<p>In Progress</p>
RECOMMENDATION 81	
<p>It is recommended that WSD identify barriers to hiring and advancement and set targets to close any gaps in representation by periodically conducting a Workforce Census.</p>	<p>In Progress</p>
RECOMMENDATION 82	
<p>It is recommended that the Division conduct another Employment Equity Audit in 5 years to assess progress and develop a new Employment Equity Plan.</p>	<p>In Progress</p>



UNDER REVIEW: MEANS, THE ADMINISTRATION WILL GIVE CONSIDERATION TO THE RECOMMENDATION MADE BY TURNER CONSULTING GROUP AND IDENTIFY AREAS FOR IMPROVEMENT

IN PROGRESS: MEANS, THE ADMINISTRATION IS IN THE PROCESS OF IMPLEMENTING THE RECOMMENDATION

COMPLETED: MEANS, THE ACTION OUTLINED IN THE RECOMMENDATION HAS BEEN COMPLETED

PENDING: MEANS, THE ADMINISTRATION IS AWAITING FURTHER INFORMATION BEFORE TAKING ACTION ON THE RECOMMENDATION

CURRENT PRACTICE: MEANS, THE ACTION OUTLINED IN THE RECOMMENDATION IS THE CURRENT PRACTICE IMPLEMENTED BY WSD

ONGOING: MEANS, THE ACTION OUTLINED IN THE RECOMMENDATION IS ONGOING IN WSD

UNDER CONSIDERATION: MEANS, THE ADMINISTRATION IS ACTIVELY EVALUATING THE RECOMMENDATION AND ITS VIABILITY BEFORE MAKING A DECISION