



BOARD DIRECTIONAL POLICY

DIRECTIONAL POLICY

Nurturing & Developing Human Resources

DIRECTIONAL POLICY NUMBER

600

Directional Policy

Nurturing & Developing Human Resources

Date Approved:

May 2025

Projected Review Date:

May 2030

Policy

The Catholic District School Board of Eastern Ontario is dedicated to fostering a nurturing, collaborative, and respectful work environment where every employee feels appreciated, respected, and supported. The Board deeply values the engagement, perspectives, and contributions of all its employees, recognizing their essential role in enhancing student achievement and well-being.

Purpose

The Board has a profound respect for the dignity of each worker within its organization. Pope Francis reminds us that, "Work should be the setting for this rich personal growth, where many aspects of life enter into play: creativity, planning for the future, developing our talents, living out our values, relating to others, giving glory to God." (Pope Francis, *On Care for Our Common Home* [[Laudato Si'](#)], nos. 127). Respecting and uplifting the dignity of all our employees is intricately connected to fostering a supportive, faith-based, and growth-orientated workplace, in alignment with the Catholic Social Teachings and our Catholic values.

The purpose of the *Nurturing & Developing Human Resources Directional Policy* is to create a shared understanding of the implementation of human resources administrative procedures, protocols, and guidelines designed to promote employee well-being and engagement and nurture their professional and personal development in a supportive workplace environment.

Alignment with Multi-Year Strategic Plan:

The *Nurturing & Developing Human Resources Directional Policy* supports our Vision “Rooted in the deepest traditions of Catholic faith and action, we inspire our students and staff to grow, believe, act, and hope in an ever-changing world.” This Vision calls the Board to these Strategic Priorities:

[CDSBEO Strategic Plan 2025 - 2030](#)

Alignment with the CDSBEO Framework for Policy Development

The strategic plan and goals of the Catholic District School Board of Eastern Ontario must be rooted in the development and maintenance of Board policies and organizational structures that support student achievement, equity and wellbeing, and educational goals. These policies must be monitored and evaluated for their effectiveness in achieving these goals (Good Governance: Guide for Trustees, School Boards, Directors of Education and Communities, 2022).

[CDSBEO Framework for Policy Development](#)

Responsibilities**The Board of Trustees is responsible for:**

- Setting direction and policy that governs the Catholic District School Board of Eastern Ontario.
- Reviewing and considering for approval the *Nurturing and Developing Human Resources Directional Policy* recommended for consideration by the Board.
- Assigning responsibility to the Director of Education for operationalizing and managing the *Nurturing & Developing Human Resources Directional Policy*.

The Director of Education is responsible for:

- Providing leadership regarding implementation and operational details in the *Nurturing and Developing Human Resources Directional Policy*.
- Providing direction to staff in the development of administrative procedures and practices to ensure implementation of the *Nurturing and Developing Human Resources Directional Policy*.
- Ensuring employees who supervise meet the requirements of the *Nurturing and Developing Human Resources Directional Policy* and related administrative procedures.

Superintendent of Human Resources or Designate is responsible for:

- Working in collaboration with senior administration, managers, and all employee groups in the development of administrative procedures and practices to support the *Nurturing and Developing Human Resources Directional Policy*.
- Ensuring all employees of the Board are aware of the *Nurturing & Developing Human Resources Policy* and the relevant administrative procedures.

Superintendents of School Effectiveness are responsible for:

- Providing leadership and support for principals, vice-principals, managers, and all departmental staff in their knowledge, understanding, and implementation of the *Nurturing and Developing Human Resources Directional Policy*.
- Working collaboratively to develop administrative procedures and practices that align with the *Nurturing and Developing Human Resources Directional Policy*.

Managers are responsible for:

- Providing leadership, management, and support for the members of their department in their knowledge, understanding, and implementation of the *Nurturing and Developing Human Resources Directional Policy*.
- Working collaboratively with the Human Resources Department to develop administrative procedures that align with the *Nurturing and Developing Human Resources Directional Policy*.

Communications Department is responsible for:

- Working collaboratively with the Human Resources Department to develop a system-wide communications plan focused on building knowledge and understanding with our various stakeholders on the *Nurturing & Developing Human Resources Directional Policy* to support its effective implementation.

Principals and Vice-Principals are responsible for:

- Providing leadership, management, and support for the members of their school communities in their knowledge, understanding, and implementation of the *Nurturing and Developing Human Resources Directional Policy*.
- Ensuring employees whom they supervise meet the requirements of the *Nurturing and Developing Human Resources Directional Policy* and related administrative procedures.

All Employees are responsible for:

- Being proactive and self-directed in building their knowledge and understanding of the *Nurturing and Developing Human Resources Directional Policy* as it relates to their role with the Catholic District School Board of Eastern Ontario.
- Adhering to the administrative procedures and practices that support the *Nurturing and Developing Human Resources Directional Policy*.

Progress Indicators

- All employees are aware of the *Nurturing and Developing Human Resources Directional Policy* and the requirements of the related administrative procedures.
- Employees of the Board are complying with the expectations and acting with integrity and professionalism and in alignment with our Catholic faith.

Definitions

- **The Catholic Social Teachings** - The Church's social teaching is a rich treasure of wisdom about building a just society and living lives of holiness amidst the challenges of modern society. Modern Catholic social teaching has been articulated through a tradition of papal, conciliar, and episcopal documents.
- **Economic Justice:** The economy must serve people, not the other way around. Work is more than a way to make a living; it is a form of continuing participation in God's creation. If the dignity of work is to be protected, then the basic rights of workers must be respected — the right to productive work, to decent and fair wages, to the organization and joining of unions, to private property, and to economic initiative.
- **Dignity of the Human Person:** The foundation of all Catholic Social Teaching is the inherent dignity of the human person, as created in the image and likeness of God. The Church, therefore, calls for Integral Human Development, which concerns the wellbeing of each person in every dimension: economic, political, social, ecological, and spiritual

References

- [CDSBEO Strategic Plan 2025-2030](#)
- [CDSBEO Framework for Policy Development](#)
- [Francis. *Laudato Si': On Care for Our Common Home*. Vatican City: The Holy See, 2015.](#)
- [RSO 1990, c E.2 | Education Act | CanLII](#)

- [Seven Themes of Catholic Social Teaching | USCCB](#)
- [Economic justice | Development and Peace – Caritas Canada](#)
- [Dignity of the human person | Development and Peace – Caritas Canada](#)

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