



**CEGEP HERITAGE COLLEGE
POLICY #10**

**CONCERNING
HUMAN RESOURCES**

COMING INTO FORCE: January 30, 1996
REVISED: June 18, 2019
ADMINISTRATOR: Director of Human Resources

CEGEP HERITAGE COLLEGE POLICY #10

CONCERNING HUMAN RESOURCES

Preamble

Cégep Heritage College supports a caring and nurturing approach for all its employees. This approach is reflected through day-to-day activities as well as the specific functions related to the hiring, the welcoming, the integration, the recognition and the professional development of all employees.

ARTICLE 1

Purpose¹

The present policy sets out the intentions and general objectives of the College with regards to the hiring, the welcoming, integration, recognition and professional development of all its human resources. It points out the values and principles which the College advocates and supports. It describes the programs related to human resources. It aims at promoting the support and commitment of staff members to the culture, values and educational plan of the College. It promotes employees' lifelong learning and their professional development. It also aims at encouraging staff members to identify themselves with the College, with its objectives and to play an active role.

ARTICLE 2

Application

The present policy governs all College personnel. It supports the College mission, which is to ensure quality teaching and education.

It supports the management vision of the College which promotes behaviours based on the following values:

- the importance of an atmosphere of trust;
- a coherence, transparency and equity in actions and decisions pertaining to human resources;
- a respect for the values and objectives of the organization;
- open communication and collaboration among staff members;
- the recognition of individuals and groups;

¹ See the Glossary for explanations of frequently-used terms.

- the professional development of individuals and groups;
- the promotion of the mental and physical well-being of staff members.

ARTICLE 3

Provisions

3.1 General Objectives

The present policy seeks to:

- define the expectations of the College regarding its personnel, and communicate the vision of the College with respect to human resources;
- plan, clarify and organize human resources programs in a strategic way;
- provide leadership in human resources management;
- give meaning to individual actions by clarifying roles and expectations.
- facilitate adaptation to Cégep Heritage College by providing the information required.
- provide a structure to assist the new employee to integrate into the College and his/her new functions.
- provide a source of information and resource personnel required during the first few weeks of employment.
- recognize the contribution made by employees of Cégep Heritage College.
- foster career development by giving careful consideration to the qualifications of current employees.
- Encourage and support employees to maintain their skills up-to-date and to acquire new skills and knowledge.

3.2 Measures

In accordance with the pertinent Regulation of the Act, the present policy will incorporate a number of measures. The following articles contain brief descriptions of the content and objectives of these measures:

CEGEP HERITAGE COLLEGE POLICY #10 CONCERNING HUMAN RESOURCES

3.2.1 Recruitment, Selection and Hiring of Personnel

This measure is intended to ensure that the College has access to quality employees who are competent, motivated and productive, thus allowing the College to fulfil its mission and objectives, all the while respecting labour laws and personnel-related College policies.

To foster career development, the College gives careful consideration to the qualifications of those persons already in its employ before recruiting externally to fill vacancies.

To minimize the possibility of favouritism College personnel are not employed in positions where work assignments, performance assessment or advancement can be influenced by a relative.

a) Internal Recruitment

All qualified employees will be given the opportunity to be considered for those vacancies for which internal candidates are sought.

b) Job Posting

To permit employees to identify themselves as candidates, job posting will normally be used for all vacancies

Exceptions are those permitted under the various collective agreements and other working conditions applicable to the College.

In accordance with *Cégep Heritage College Policy # 4 Concerning the Appointment, Evaluation and Renewal of the Mandates of the Director General and the Academic Dean*, the positions of Director General and Academic Dean (*Directeur des études*) must always be recruited internally and externally at the same time.

c) External Recruitment

In general, all job postings are posted internally and externally simultaneously.

d) Selection Committees

The composition of hiring committees are determined by collective agreement (Support

Staff, Professionals, Faculty) Policy 25 (Management Personnel) or Policy 4 (Academic Dean, Director General).

3.2.2 The Welcoming, Integration and Recognition of Staff Members

This measure is intended to promote the culture, values and educational plan of the College. Also, it is meant to encourage staff members to identify with the College's Strategic Plan, and to play an active role in implementing it.

a) Pre-Employment

An applicant for a position is telephoned to establish an interview time. Information concerning directions, parking, etc. is provided. The applicant is able to obtain documentation relevant to the advertised position prior to the interview.

Interviews are conducted in an environment of support. Opportunity is always provided for a question-and-answer period. Only applicants potentially suitable for the advertised position are interviewed. All openings advertised reflect this fact.

Brief information sheets relevant to the area of employment as well as general College background information is available. This gives the prospective employee an opportunity to become more familiar with his/her possible future employer.

All applicants are told when they can expect to be notified about the outcome of the selection process. All unsuccessful applicants are informed by telephone that someone else has been offered the position for which they were interviewed. An applicant who takes time to be interviewed deserves the courtesy of a telephone call.

The successful candidate is offered the position and, if the offer is accepted, is then contacted by Human Resources in order to complete the employment process.

b) Program of Welcoming and Integration

CEGEP HERITAGE COLLEGE POLICY #10 CONCERNING HUMAN RESOURCES

This program begins prior to the employment of new staff at the College. Applicants for positions at any level are given the respect and consideration which reflects the approach of Cégep Heritage College—its employees are very valuable.

Welcoming and integration activities are provided for all levels of staff: support personnel, non-teaching professionals, teachers, management. Some activities are College-wide in nature while others are specific to the area of employment.

c) Orientation

Orientation to the College, in general, and to the position, in particular, is provided. New employees as well as employees changing positions or classifications are taken into consideration.

Each new staff member, regardless of classification, is contacted on a regular basis during the first few weeks of employment. This allows an opportunity to share impressions regarding the new employee's integration into the new environment. Outstanding issues can be resolved more easily through this approach.

Faculty members hired after the "Orientation Session" meet with Academic Services and receive the *Orientation Manual*, in addition to a mini-orientation. A follow-up session is then organized to review any concerns.

d) Welcome to the College

Cégep Heritage College has welcoming activities for all staff at the start of each academic semester. Letters are sent to faculty indicating the "first-day-back" activities as well as the "welcome-back" luncheon. These activities not only allow for a sharing of information but promote an atmosphere of working as a team.

All staff members are sent invitations to the "first-day-back" activities. All new staff members are identified and introduced by the services concerned during this general

meeting. This practice encourages everyone to assist in the integration of new staff. Faculty members then hold departmental meetings at which teachers new to the department meet their teaching counterparts.

e) Evaluation of the Orientation Period

The orientation period is intense and, although it has been planned to meet the needs of the new employee, gaps may exist. The purpose of evaluation is to allow the new staff member an opportunity to reflect on the orientation period. Each new faculty member is asked to complete a detailed evaluation form, the results of which are compiled and circulated to the departments involved in the orientation process. Revisions to the orientation process are made based on these evaluations.

f) Recognition of Employees

Cégep Heritage College recognizes its employees through a variety of formal and informal activities.

o Formal

A Staff Recognition Evening is held every year. At this time, staff members who have retired or have completed 15 and 25 years of service are honoured through the presentation of mementos of appreciation. Mini-speeches highlighting the individual's professional and personal contributions to Heritage are given. These mini-speeches are developed after discussions with co-workers and other staff members.

o Informal

Every effort is made to recognize the contributions of the personnel of Heritage College. Letters usually include a "thank-you" comment, while those sent close to holiday periods include best wishes appropriate to the season. Services also organize lunches or informal get-togethers.

Many activities are sponsored jointly, reflecting the caring attitude which the College attempts to foster.

CEGEP HERITAGE COLLEGE POLICY #10 CONCERNING HUMAN RESOURCES

3.2.3 Performance Appraisal

This measure is intended to:

- clarify the roles, tasks and responsibilities of staff members;
- promote interactive communication between staff members and line management;
- acknowledge the contributions of individuals and groups;
- help employees reach their objectives; and
- identify training needs and career opportunities.

3.2.4 Training and Professional Development

This measure is intended to:

- integrate and harmonize training and professional development activities for employees;
 - enhance the qualifications of staff, and encourage their professional evolution;
 - promote the acquisition of the knowledge, competencies and attitudes required for a position;
 - promote versatility and personnel mobility; and
- contribute to a learning environment

Employees requesting time off to attend conferences of a professional nature are encouraged to do so. Professional development policies allow staff members to take advantage of the funds set aside for this purpose.

a) Director General and Academic Dean

The establishment and the allocation of professional development funds for the Director General and the Academic Dean are negotiated within their respective contracts in accordance with *Policy #3 concerning Personnel Management*, articles 3.4.1 and 3.4.2.

b) Management Personnel

The establishment of professional development funds for the management personnel is negotiated yearly between the Director General and the Association of Cégep Heritage College Administrators (AHCA); these funds are allocated through approved guidelines in accordance with *Policy #3*, article 3.4.3.

c) Unionized Personnel

The establishment of professional development funds for the unionized personnel are established within the terms of the respective collective agreements and are allocated through approved guidelines in accordance with *Policy #3*, article 3.4.4

d) Non-Unionized Personnel

The establishment and the allocation of professional development funds for the non-unionized personnel are approved by the Director General in accordance with *Policy #3*, article 3.4.5.

3.2.5 Other Measures

The following additional measures support the present policy:

- Employment Equity,
- Mentoring system,
- Health and Safety,
- Labour Relations Management,
- Action Program for a Respectful Environment Free of Discrimination and Harassment,
- Fringe Benefits Management,
- Employee Assistance,
- Management of Working Hours (Flexible Hours),
- Staff Merit and Recognition.

CEGEP HERITAGE COLLEGE POLICY #10 CONCERNING HUMAN RESOURCES

ARTICLE 4 Roles and Responsibilities

4.1 The Board

The Board approves the present policy and any revisions thereto.

4.2 The Director General

The Director General oversees the application of the present policy.

4.3 The Director of Human Resources

Under the authority of the Director General, the Director of Human Resources ensures the development, promotion, implementation and evaluation of the present policy and its various measures.

4.4 Administrators

The administrators are responsible for the support and the promotion of the present policy within their respective services.

4.5 Employees

The employees are responsible for their life-long learning and for keeping up-to-date the skills and competencies required in the performance of their duties.

ARTICLE 5 Revision

The present policy will be reviewed at least every five (5) years or revised when deemed necessary.

CEGEP HERITAGE COLLEGE POLICY #10 CONCERNING HUMAN RESOURCES

GLOSSARY

- the Act:** *the General and Vocational Colleges Act, Revised Statutes of Quebec, C-29, and its amendments.*
- Administrator:** a senior executive or senior staff member of Cégep Heritage College.
- Allocation guidelines:** administrative procedures for obtaining professional development funds.
- the Board:** the Board of Governors of Cégep Heritage College.
- the College:** Cégep Heritage College.
- Human Resources:** all Cégep Heritage College personnel.
- Integration:** the initial weeks of employment.
- Management Personnel:** any person who is a member of the management staff within the meaning of the *Regulation respecting Certain Conditions of Employment of Senior Staff of General and Vocational Colleges.*
- Non-unionized personnel:** salaried employees of the College who do not belong to an employee union by virtue of their positions having been designated as exclusive for reasons of confidentiality.
- Professional development:** refers to conferences, *symposia*, academic events or other related activities, educational materials, and tuition fees leading to a degree related to the field of work or discipline being taught, that will benefit the employee in the performance of that employee's duties.
- Recognition:** those activities related to recognizing the contributions of employees to the College.
- Regulation of the Act:** *Regulation respecting the bylaws or policies that a General and Vocational College must adopt, General and Vocational Colleges Act, R.S.Q., C-29, r. 5.3.*
- Senior Executives:** the Director General and the Academic Dean as stipulated in the *Regulation respecting Certain Conditions of Employment of Senior Executives of General and Vocational Colleges.*
- Unionized personnel:** employees of the College belonging to an employee union.
- Welcome:** that time related to the initial employment period.

Related Document(s) ¹

This document is to be used in conjunction with:

- *Cégep Heritage College Bylaw #1 concerning the General Administration of the College.* ²
- *Cégep Heritage College Policy # 3 concerning Personnel Management*
- *Cégep Heritage College Policy # 4 concerning the Appointment, Evaluation and Renewal of the Mandates of the Director General and the Academic Dean*
- *Cégep Heritage College Policy #6 concerning a Respectful Workplace Free of Discrimination and Harassment.* ³
- *Cégep Heritage College Policy # 12 concerning Appraisal of Non-Teaching Personnel*
- *Cégep Heritage College Policy # 15 concerning Appraisal of Non-Tenured Teaching Personnel*
- *Cégep Heritage College Policy # 19 concerning Conditions of Eligibility for a Work Term*
- *Cégep Heritage College Policy # 25 concerning Supplementary Working Conditions of Management Personnel*
- *Cégep Heritage College Policy # 26 concerning Assessment of Management Personnel*
- *Cégep Heritage College Policy # 27 concerning Working Conditions for Non-Unionized Personnel*
- *Cégep Heritage College Policy #28 concerning Employment Equity.* ⁴
- *General and Vocational Colleges Act.* ⁵
- *Regulation respecting the bylaws or policies that a General and Vocational College must adopt, General and Vocational Colleges Act, R.S.Q., C-29, r. 5.3.* ⁶
- *Law 90 Guidelines.* ⁷
- *All College Guidelines concerning Professional Development (for Support personnel, for Non-Teaching Professionals (PNEs) , for Management personnel and for Faculty).* ⁸
- *Cégep Heritage College Charter of Rights and Responsibilities*
- *Quebec Labour Standards*
- *Canadian Charter of Rights and Freedoms*
- *Quebec Charter of Human Rights and Freedoms*
- *Regulation respecting Certain Conditions of Employment of Senior Executives of General and Vocational Colleges*
- *Regulation respecting Certain Conditions of Employment of Senior Staff of General and Vocational Colleges*

¹ Copies of these documents are available from Human Resources.