

# **CHAMPLAIN REGIONAL COLLEGE**

**OF GENERAL AND VOCATIONAL EDUCATION**



## **BYLAW 4**

**BYLAW CONCERNING**

**HUMAN RESOURCE MANAGEMENT**

**OF THE COLLEGE**

This bylaw was adopted for the first time by Board of Governors resolution number 1463 on April 30, 1993 and subsequently amended by resolutions:

1498 (Board of Governors)

December 8, 1993

1615 (Board of Governors)

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2437 (Board of Governors)

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# BYLAW 4 CONCERNING THE MANAGEMENT OF HUMAN RESOURCES

## Preamble

Champlain Regional College, as articulated in its Mission, Values, and Vision Statement through its unique multiregional structure served by Champlain Regional College (Lennoxville Campus), Champlain Regional College (St. Lambert Campus), Champlain Regional College (St. Lawrence Campus) and College Administration, is “dedicated to fostering the individual success of its students and their development as well-rounded, responsible, and informed citizens of the world”. To attain this goal, the College has set forth values such as lifelong learning for students, faculty, and staff through personal growth and professional development; excellence, respect, caring, collaboration, stewardship, and a sense of community and tradition within and among all locations of the College. In its Vision, the College aspires to attract and retain outstanding faculty and staff.

Champlain Regional College is committed to the development of its human resources. The College declares that it is proud of the work accomplished and that the human resources of Champlain Regional College constitute our greatest asset to ensure the realization of our mission.

This Bylaw is developed as a result of a regulation in accordance with Article 18.02 of the General and Vocational College Act. Article 1 of the Regulation respecting the bylaws or policies that a general and vocational college must adopt, requires the College to adopt a bylaw or policy on the management of human resources that includes provisions concerning the hiring, orientation, evaluation, and professional development of its employees. The Bylaw provides the institutional framework

under which all other human resources initiatives or policies are developed.

The application and success of this Bylaw is dependent on each and every employee of the College. It is the responsibility of all to understand how they contribute to the objectives and mission of the College in the context of their job. Respect and responsibility will be provided to each employee. In return, each employee will provide respect to all coworkers and an effort consistent with the responsibilities entrusted to him or her. This includes providing pertinent feedback as to job satisfaction and proactively engaging in professional development.

This Bylaw focuses on positive relationships and a long-term investment based on respect, caring, collaboration, transparency, and equity.

## 1 Interpretation

### 1.1 Definitions

The definitions set forth in Articles 1.1 of Bylaws 1 and 3 apply to Bylaw 4.

- a) “EXECUTIVE COMMITTEE”: is in charge of the ordinary administration of the college. It exercises, in addition, the functions and powers delegated to it by bylaw by the Board of Governors;
- b) “OFFICER OF THE COLLEGE”: Chairperson of the Board of Governors; Vice-Chairperson of the Board of Governors; Director General; Director of Studies; Director of Champlain Regional College (Lennoxville Campus); Director of Champlain Regional College (St. Lambert Campus); Director of Champlain Regional College (St. Lawrence Campus); Director, Financial

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- and Material Resources; Director of Human Resources/Secretary General;
- c) "SENIOR EXECUTIVE": Director General; Director of Studies;
- d) "SENIOR STAFF": a senior staff member or a manager hired by a college and covered by the Regulation respecting certain conditions of employment of senior staff of general and vocational colleges, and a senior executive designated as supernumerary senior staff in accordance with the Regulation respecting certain conditions of employment of senior executives of general and vocational colleges;
- e) "CAMPUS DIRECTOR": Director of Champlain Regional College (Lennoxville Campus); Director of Champlain Regional College (St. Lambert Campus); Director of Champlain Regional College (St. Lawrence Campus);
- f) "DIRECTOR": Director, Financial and Material Resources; Director of Human Resources/Secretary General;
- g) "MANAGEMENT STAFF": any person who is a member of the senior staff or a manager (*personnel cadre ou personnel de gérance*) staff within the meaning of the Regulation respecting certain conditions of employment of senior staff of general and vocational colleges;
- h) "REGULAR TEACHING PERSONNEL" or "REGULAR TEACHER": any person hired by the College to teach courses in the regular sector;
- i) "CONTINUING EDUCATION TEACHING PERSONNEL" or "CONTINUING EDUCATION TEACHER": any person hired by the College to teach courses in Continuing Education sector;
- j) "EMPLOYEE": any person included in a bargaining unit or non-unionized individual covered by the Working Conditions of the College and hired by the College;
- k) "IMMEDIATE SUPERIOR" or "SUPERVISOR": a member of management staff or other supervisor appointed for such purpose, who has direct managerial responsibility over an employee of the College;
- l) "PERMANENT POSITION": a position established in a staffing plan and held or to be held by a regular employee other than a teacher, namely a member of the management, support, or professional personnel;
- m) "STAFFING PLAN": an official document establishing the number of permanent positions for each of the management, support, and professional personnel categories for each location of the College;
- n) "DELEGATE": designated person to whom officers of the College assign certain responsibilities and whose names appear on the chart drawn up by the Director General as referred to in the Guidelines for General Administration of Human Resource Management ;
- o) "LOCATION": Champlain Regional College (Lennoxville Campus), Champlain Regional College (St. Lambert Campus), Champlain Regional College (St. Lawrence Campus) or College Administration;
- p) "LOCAL NEGOTIATIONS": those negotiations delegated locally by virtue

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of provincial agreements or other laws or regulations.

## 1.2 Designation

The present Bylaw, designated as Bylaw 4, establishes the rules concerning the Human Resource Management of the College.

## 1.3 General Administration of Human Resource management

The rules outlined in the Guidelines for General Administration of Human Resource Management apply.

## 2 Objectives

The general objectives of this Bylaw are to:

- 2.1 define the College's vision with respect to human resources management in the context of organizational objectives, and communicate it to its employees;
- 2.2 strategically plan, organize, and revise human resources initiatives, taking the ever-changing environment into consideration;
- 2.3 create a stimulating working environment which supports and recognizes individual and collective contributions; the development of competencies; the recognition of experience; accountability; and job satisfaction;
- 2.4 inspire attitudes, behaviors, approaches, and styles of personal interaction between individuals and groups in order to enhance the contributions of all employees to the College's Mission, Values, and Vision;

2.5 give meaning to our individual and collective actions, with regards to human resources management, by defining roles and expectations for all employees;

2.6 contribute to the maintenance a safe and healthy work environment;

2.7 enhance the integration of our employees to college life, in all its sectors of activities in order to contribute to the continuing development of a sense of community.

## 3 The Guiding Principles

3.1 In order to accomplish the College's Mission, the role of effective human resource management is to attract, develop and retain outstanding faculty and staff that will meet the College's current and future strategic goals.

3.2 Effective human resource management promotes responsibility and accountability of each employee and encourages collaboration and cooperation within and among all college locations.

3.3 Effective human resource management respects the individual and collective rights of College employees notably those that are outlined in the Quebec and Canadian charters of human rights, and the laws, regulations, and Civil Code of Quebec, and within the collective agreements and personnel policies to which the College is a party.

3.4 Interpersonal relations and working conditions are an integral part of the

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effective management of human resources.

3.5 Effective human resource management addresses the qualities of employees as manifested by their professional competence, by their comprehension of their role within the College's Mission, by their commitment to this Mission, as well as by the diligence and effectiveness with which they carry out the duties they are assigned.

3.6 A participative style of management is encouraged to promote team work and the participation of all members of the organization in defining the objectives of the College by promoting open communication; giving priority to consultation and feedback of the entire college community; giving systematic information across the College.

3.7 Employees are encouraged to commit to the College's strategic goals, to facilitate and support initiatives, to develop in all employees a sense of contribution to their work and their College.

3.8 Employees are encouraged to incorporate in their work the values set forward in our Mission, Values, and Vision Statement:

- **Respect and recognition of individuals:** consider each employee as unique, respecting their particular qualities and competencies, and recognize their contribution to the College;
- **Caring:** through compassion, courtesy, and friendliness and a commitment to the wellness of students, faculty, and staff;

- **Collaboration:** in the achievement of shared goals and objectives.

3.9 Coherence and equity in actions and decisions form an integral part of human resource management.

### 4 Scope

This Bylaw applies to all employees.

### 5 Bylaws And Policies

Bylaw 4 will include all policies and procedures to be developed concerning the management of human resources, in particular:

#### 5.1 Recruitment and Selection

This institutional policy enables the College to recruit and select a qualified, competent, available, and motivated work force that will allow the College to meet its mission, strategic goals, and objectives.

Until such time as an institutional policy is developed, the rules outlined in the Guidelines for General Administration of Human Resource Management apply.

#### 5.2 Orientation and Integration of new personnel

This institutional policy seeks to encourage employees to embrace the College Mission, and its values. It also invites employees to develop a sense of community and play an active role in the community.

Until such time as an institutional policy is developed, the rules outlined in the Guidelines

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for General Administration of Human Resource Management apply.

### **5.3 Performance Evaluation**

The institutional policies for the evaluation of management, faculty, professional and support personnel clearly define and clarify the roles, tasks, and responsibilities of employees; encourage communications between employees and immediate superior or supervisor; evaluate, recognize, and foster individual contributions as well as group realization of objectives under their responsibility; identify needs for professional development or career orientation changes.

### **5.4 Professional Development**

This institutional policy seeks to maintain and develop qualifications of employees in view of institutional objectives, changes in tasks and skills and services rendered to its clientele.

Until such time as an institutional policy is developed, the rules outlined in the Guidelines for General Administration of Human Resource Management apply.

### **5.5 Harassment Policy**

The institutional policy fosters a healthy climate through the prompt resolution of situations that may involve harassment.

### **5.6 Policy on Conflict of Interest and Nepotism**

The institutional policy sets a framework under which the Board and the College employees may operate while avoiding situations which may constitute a conflict of interest and nepotism.

### **5.7 Other Policies**

Other policies may be developed, as needed, to further the effective development of human resources at the institutional or location levels.

## **6 The College's Expectations of its Senior Staff**

Fundamental to the implementation and actualization of this Bylaw is the leadership of the senior staff and the guidance and support they provide to faculty and staff. It is the expectation of the College that senior staff respect the principles outlined in Article 2 in their day-to-day management of faculty and staff. More specifically, within their areas of responsibility, senior staff

- ensure that the College hires competent and motivated individuals and ensure that all employees are welcomed and integrated into their positions, as well as, into the life and community of the College;
- provide employees with all the information necessary to understand the nature and importance of their contribution to the accomplishment of the College's Mission;
- provide employees with opportunities to express their opinions, expectations, and suggestions;
- seek out opportunities for public or private recognition of employees' contributions to the accomplishment of the College's Mission;

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- acknowledge employees' creativity, initiative, and performance beyond expectations in an appropriate manner;
- encourage and support employees in their efforts to develop their professional competencies;
- ensure that all employees' requests or complaints receive respectful, equitable, and effective responses;
- make available to employees the means to help them prevent or overcome professional or personal difficulties that may interfere with the accomplishment of their duties;
- contribute positively to a safe and healthy workplace environment that supports a positive quality of working life for their employees and encourages their involvement in the College as a community;
- foster effective working relationships with employees' collective representatives that are characterized by respect and civility.
- seek out and gain a thorough understanding of the information and competencies required to perform their duties;
- develop and maintain the competencies required to accomplish their duties;
- exhibit respect, civility, integrity, and responsiveness in providing services to others, be they students, other employees or members of the external community;
- recognize the importance of communication, both in listening and in conveying information to others clearly and effectively;
- display initiative and creativity in the accomplishment of their duties as well as in finding solutions to problems and challenges they are faced with;
- cooperate and collaborate with other employees;
- contribute positively to a sense of community, notably by participating in College activities ;
- use available resources with care and prudence keeping in mind economy and the protection of the environment;
- respect the confidentiality of the information to which they have access;
- demonstrate loyalty to the College and avoid any action that may prejudice or tarnish the College's reputation.

### **7 The College's Expectations of its Employees**

Within the realm of their duties in support of the College's Mission and as a demonstration of their commitment to the achievement of excellence in teaching and learning, all employees, including senior staff, are expected to

- strive for excellence in the accomplishment of their duties;



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### **8 Responsibilities for the Application of this Bylaw**

The Director General is responsible for the application of this Bylaw.

With respect to the application of this Bylaw, the Director of Human Resources/Secretary General or his/her delegate provides any required assistance to those who manage or supervise employees. To this end, Human Resources assume responsibility for the development or revision of policies, procedures, or tools required for the implementation of this Bylaw.

The Campus Directors or their delegates at their respective locations are responsible for the application of the Bylaw;

All senior staff is responsible, within their departments or services, for the application of this Bylaw as well as of all related policies and procedures.

### **9 Implementation and Revision**

The Bylaw is in effect upon adoption by the Board of Governors and will be reviewed at least every five years or when deemed necessary.