



**HERITAGE COLLEGE
POLICY #3**

**CONCERNING
PERSONNEL MANAGEMENT**

COMING INTO FORCE: September 27, 1989
REVISED: October 22, 2007
ADMINISTRATOR: Director of Human Resources

HERITAGE COLLEGE POLICY #3 CONCERNING PERSONNEL MANAGEMENT

ARTICLE 1 Purpose¹

The purpose of the present policy is to promote and support the just and equitable management of the personnel of Heritage College.

ARTICLE 2 Application

The present policy applies to all Heritage College employees.

ARTICLE 3 Provisions

3.1 Personnel Planning

3.1.1 Non-Teaching Personnel

Each year the College shall distribute for information at the Board of Governors a staffing plan concerning the number of management, non-teaching professional and support staff positions.

3.1.2 Teaching Personnel

With regard to teaching personnel, the allocation of teaching resources for the College is established by the Academic Dean after consultation with the Faculty Labour Relations Committee.

3.2 Hiring of Employees

3.2.1 Director General and Academic Dean

The provisions for hiring the Director General and the Academic Dean are outlined in *Heritage College Policy #4*.

The Board of Governors shall hire the Director General and the Academic Dean by contract and determine the terms of their respective mandates.

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

Any contract of employment must comply with the related Regulation².

3.2.2 Management Personnel

The Director General shall hire all management personnel of the College in accordance with the terms of the related Regulation³.

3.2.3 Unionized Personnel

3.2.3.1 Teaching Personnel

Subject to the labour agreement between the College and its teachers, the Academic Dean or a delegate shall authorize the hiring of teachers. The Director of Human Resources shall confirm the hiring and the terms and conditions, subject to the labour agreement.

The written notice of hiring will constitute a legal contract between the College and the teacher.

3.2.3.2 Non-Teaching Professional and Support Personnel

The Director General or a delegate shall authorize the hiring of non-teaching professional or support employees. The Director of Human Resources shall confirm the hiring and the terms and conditions subject to the labour agreement.

The written notice of hiring will constitute a legal contract

² Regulation respecting Certain Conditions of Employment of Senior Executives of General and Vocational Colleges

³ Regulation respecting Certain Conditions of Employment of Senior Staff with General and Vocational Colleges.

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between the College and the employee.

3.2.3.3 Non-Unionized Personnel

The Director General shall authorize the hiring of employees excluded from union membership. The Director of Human Resources shall confirm the hiring and the terms and conditions in accordance with *Policy 27 concerning the Working Conditions of Non-Unionized Personnel*.

The written notice of hiring will constitute a legal contract between the College and the employee.

3.2.3.4 Other Personnel

In the case of the hiring of a person for duties not governed by a labour agreement, the head of the service concerned shall select the candidate, the Director General shall authorize the hiring, and the Director of Human Resources shall confirm the hiring.

The written notice of hiring will constitute a legal contract between the College and the employee.

3.3 Signing Authority

3.3.1 Hiring of the Director General

The Chair and Vice-chair of the Board of Governors are mandated to sign jointly, for and on behalf of the College, the hiring contract of the Director General.

3.3.2 Hiring of the Academic Dean

The Director General and the Chair of the Board of Governors are mandated to

sign jointly, for and on behalf of the College, the hiring contract of the Academic Dean.

3.3.3 Hiring of Management Personnel

The Director General is mandated to sign, for and on behalf of the College, the hiring contracts of all management personnel.

3.3.4 Hiring of All Other Personnel

The Director of Human Resources shall sign, for and on behalf of the College, the hiring contracts of all other personnel.

3.4 Working Conditions

3.4.1 Director General

The working conditions not stipulated in the related Regulation⁴ will be negotiated between the Chair of the Board of Governors and the Director General.

3.4.2 Academic Dean

The working conditions not stipulated in the related Regulation⁵ will be negotiated between the Director General and the Academic Dean.

3.4.3 Management Personnel

The working conditions not stipulated in the related Regulation⁶ will be approved by the Board of Governors after agreement between the Director General and the Association of Heritage College Administrators.

⁴ *Regulation respecting Certain Conditions of Employment of Senior Executives of General and Vocational Colleges.*

⁵ *Ibid.*

⁶ *Regulation respecting Certain Conditions of Employment of Senior Staff of General and Vocational Colleges.*

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3.4.4 Unionized Personnel

The working conditions will be administered in accordance with the collective agreement governing each category of personnel.

3.4.5 Non-Unionized Personnel

The working conditions will be approved by the Board of Governors after agreement between the Director General and non-unionized employees.

3.5 Performance Appraisal

A performance appraisal shall normally take place once a year pursuant to the various related College policies⁷.

In the case of a new employee, an appraisal by the immediate supervisor is required prior to granting tenure.

3.6 Professional Development Policies⁸

For each category of personnel, the College shall establish policies to encourage and promote the professional development of its employees, taking into account the provisions of labour agreements and the Regulations of the Minister respecting senior executives and senior staff.

3.7 Disciplinary Process

Under the authority of the Director General, the Director of Human Resources assists and coordinates the disciplinary processes.

Recommendations for disciplinary measures must be made in writing. The immediate supervisor has the responsibility to provide the related facts when recommending disciplinary measures and to implement said disciplinary measures.

In cases where it is determined that a formal letter of reprimand is warranted, this letter is signed by the immediate supervisor.

⁷ Refer to Heritage College Policies #12, 15 and #25.

⁸ Refer to Heritage College Policies #11 and # 25.

The immediate supervisor, under the authority of the Director General and after consultation with the Director of Human Resources, may determine that suspension is warranted. In such cases, the Director of Human Resources signs the formal letter of suspension.

When warranted, the immediate supervisor and the Director of Human Resources may recommend dismissal. A decision concerning dismissal shall be made by the following authorities:

- i) the Board of Governors, upon the recommendation of the Director General, in the case of the Academic Dean or management personnel;
- ii) the Director General or a delegate, in the case of all other personnel. In such cases, the Director General signs the formal letter of dismissal.

3.8 Disciplinary Measures

Formal disciplinary measures may include:

- a verbal warning
- a letter of reprimand
- a suspension
- a dismissal.

ARTICLE 4 Roles and Responsibilities

4.1 The Board

The Board approves this policy and any revisions thereto.

4.2 Director General

The Director General or a delegate shall appoint representatives of the College to the various labour relations, professional development and selection committees formed by virtue of the labour agreements to which the College is a party.

In the case of management personnel, the Director General shall name representatives to the selection committee.

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These representatives shall act for, and on behalf of, the College on such committees.

4.3 Director of Human Resources

The Director of Human Resources, under the authority of the Director General, shall be responsible for personnel planning and coordination.

The Director of Human Resources shall be responsible for providing the official College interpretation of the various collective agreements in force. Therefore, every personnel management decision that may involve a provision related to a labour agreement must be sanctioned by the Director of Human Resources.

4.4 Immediate Supervisor

Each immediate supervisor assumes the day-to-day management of all personnel for whom such a person is responsible, in accordance with the provisions of *Heritage College Policy #10 concerning Human Resources* and *Heritage College Policy #13 concerning Staffing*.

ARTICLE 5 Revision

This policy will be reviewed at least every five (5) years and revised when deemed necessary.

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GLOSSARY

Board: the Board of Governors of Heritage College.

Management

Personnel: all senior staff within the meaning of the *Regulation respecting Certain Conditions of Employment of Senior Staff of General and Vocational Colleges*.

Non-Teaching Professional

Personnel: any person who is a non-teaching professional within the meaning of the non-teaching professionals' collective agreement.

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.

Teaching

Personnel: any person hired by the College to teach courses.

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*.

Support

Personnel: any person who is a support staff member within the meaning of the support staff collective agreement.

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Related Documents⁹

This document is to be used in conjunction with:

- *Heritage College Bylaw #1 concerning the General Administration of the College*¹⁰
- *Heritage College Policy #4 concerning the Appointment, Evaluation and Renewal of the Mandates of the Director General and the Academic Dean*¹¹
- *Heritage College Policy #10 concerning Human Resources*
- *Heritage College Policy #11 concerning Professional Development for Employees*
- *Heritage College Policy #12 concerning the Appraisal of Non-Teaching Personnel*
- *Heritage College Policy #13 concerning Staffing*
- *Heritage College Policy #15 concerning the Appraisal of Non-Tenured Teaching Personnel*
- *Heritage College Policy #25 governing the Supplementary Working Conditions of Management Personnel*
- *Heritage College Policy #27 concerning the Working Conditions for Non-Unionized Personnel*¹²
- *Regulation respecting Certain Conditions of Employment of Senior Executives of General and Vocational Colleges*¹³
- *Regulation respecting Certain Conditions of Employment of Senior Staff of General and Vocational Colleges*¹⁴

⁹ Copies of the documents listed below are available from Human Resources, unless otherwise indicated.

¹⁰ Copies of this document are available from the Director General's office.

¹¹ Ibid.

¹² This document is currently being developed by Human Resources.

¹³ Copies of this document are available from the Director General's office.

¹⁴ Ibid.