

<b>IDENTIFICATION CODE</b>
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<b>POL93-101</b>
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**TITLE:           HIRING POLICY OF HUMAN RESOURCES**

<b>ENFORCEMENT DATE</b>	<b>REQUIRED AUTHORIZATION</b>	<b>RESPONSIBLE FOR FOLLOW-UP</b>
December 21, 1993	Administrator	Human Resources Service

**INFORMATION PAGE**

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## **1. POLICY OBJECTIVES**

The objectives of this policy are:

- 1.1 To provide the School Board of competent and qualified human resources that can best meet the requirements of the positions to be filled;
- 1.2 To specify the roles and responsibilities of the various individuals involved in the hiring process;
- 1.3 To adopt a specific approach when it comes to creating or filling a position, recruit, select, hire and proceed to the welcoming process to human resources;
- 1.4 To ensure that the probation of new teachers and of the trial period of other categories of personnel are properly conducted.

## **2. JUDICIAL AND LEGAL FRAMEWORK**

The hiring of human resources is carried out according to:

- 2.1 Laws and regulations in force;
- 2.2 Regulations on working conditions for administrators, management personnel and school principals;
- 2.3 The various collective agreements for unionized personnel;
- 2.4 The classification plans of the different categories of personnel.

## **3. FIELD OF APPLICATION**

3.1 This policy applies to all types of recruitment to fill regular positions in the following employment categories:

1. Management
2. School principal
3. Professional
4. Teacher
5. Support personnel

3.2 This policy also provides mechanisms for allocating non-regular positions for the same categories.

## **4. RESPONSIBILITIES**

4.1 Administrator

- 4.1.1 Authorizes hiring of all categories of personnel;
- 4.1.2 Signs all hiring contracts;
- 4.1.3 Ensures compliance with hiring and assessment policy.

4.2 The Human Resources Service

- 4.2.1 Makes known the nature and the requirements of the position to be filled;
- 4.2.2 Forward to the MEES, forms regarding positions to be filled (SE-4 and SE-2);
- 4.2.3 Receives job applications and forwards acknowledgements of receipt;
- 4.2.4 Pre-selects candidates;

- 4.2.5 Organizes the selection committee and the administration of tests if necessary;
  - 4.2.6 Obtains references from former employers;
  - 4.2.7 Proceeds with the hiring of the chosen candidate;
  - 4.2.8 Prepares the contract of engagement;
  - 4.2.9 During a specific meeting, if any, during which the chosen candidate receives information on working conditions (insurance, rent, annual outings, isolation premium, point of departure etc..) and a copy of the collective agreement, a pamphlet on insurance and pension fund, union application and a form for income tax exemptions and also verification of judicial antecedents (see Appendix IV). If there is no meeting, the documents will be sent by mail;
  - 4.2.10 Open a file containing diplomas, working experience attestations, all the necessary legal and administrative documents;
  - 4.2.13 Ensures that forms required by the MEES (SE-2) are signed and forwarded with all necessary documentation.
- 4.3 The School Principal or Service Director
- 4.3.1 Collaborates in the analysis and planning of human resources needs;
  - 4.3.2 Outlines the specific requirements of the position to be filled;
  - 4.3.3 Participates in the selection process;
  - 4.3.4 Welcomes the new employee and provides him/her with information related to his/her function;
  - 4.3.5 Supervises the employee and reports to the Human Resources Service on the results of the evaluation of the trial period or the probation.
- 4.4 The Selection Committee
- 4.4.1 Establishes the criteria of selection and decides on other modalities to be used to identify the candidate who will best answer to the criteria adopted;
  - 4.4.2 Meets candidates in interviews if the interview is part of the procedure of such hiring, evaluates the candidates, and identifies the one that best meets the requirements of the position to be filled;
  - 4.4.3 Only the administrator or the Human Resources Service may disclose, if it deems appropriate, some observations obtained during the selection process to a candidate who was not selected and who has made a written request;
  - 4.4.4 Members of the selection committee return all documents related to the selection of candidates to the Human Resources Service to ensure confidentiality.

## 5. NEEDS IN HUMAN RESOURCES

### 5.1 Regular personnel (teachers)

- 5.1.1 The number of teachers is determined annually according to the anticipated student enrolment, the collective agreement concerning teachers' workload, and the MEES ratios for the distribution of resources;
- 5.1.2 The school principal or the person in charge of adult education services makes his needs

known to Human Resources Service.

5.2 Regular personnel - non-teaching (management, school principal, professional, support personnel)

- 5.2.1 Non-teaching staff requirements are established annually in the context of the budgetary planning of the School Board;
- 5.2.2 When a position becomes vacant, the need to fill the position will be re-evaluated by the school principal or the service concerned for recommendations to the administrator;
- 5.2.3 The administrator analyzes the request by taking into consideration the following elements:
  - 1. the objectives followed according to the priorities of the School Board or service;
  - 2. the necessity and urgency to fill the position;
  - 3. the possibilities of employing personnel on availability;
  - 4. the budgetary situation;
  - 5. the collective agreements.

5.3 Temporary Replacement (teachers)

- 5.3.1 Temporary replacement is under article 8-7.11 of the collective agreement.
- 5.3.2 Generally, a teacher is replaced for any absence during which he should be teaching. The school principal decides the relevance of replacement and determines the organization of replacements according to the criteria it established. For example: teaching level, subject, teaching subject, etc.
- 5.3.3 The school principal seeks to obtain a legally qualified teacher who has the best academic qualifications and the best experience possible;
- 5.3.4 The school principal makes up his list of supply teachers for each of his schools in order of qualifications. The Human Resources Service will assist the school principal when required.

5.4 Temporary Replacement (management, principal)

- 5.4.1 The decision to temporarily replace management personnel or a principal rests with the administrator.

5.5. Temporary Replacement (professional and support personnel)

- 5.5.1 The decision to temporarily replace a member of support personnel or a professional rests with the school principal or service concerned.

5.6 Request for Human Resources

- 5.6.1 The school principal or the service manager who wishes to create a new position or to fill a vacant position or to benefit from the services of a temporary employee sends a request to Human Resources Service;
- 5.6.2 This request will be transmitted to the administrator with relevant comments.

## 6. RECRUITMENT

### 6.1 Regular Personnel

- 6.1.1 When the School Board decides to fill a vacant position, it must first respect the posting procedure foreseen in the regulations and collective agreements governing the working conditions related to the position to be filled;
- 6.1.2 Failing to fill the position in this way, or if the number of applications is deemed insufficient, recruitment is carried out by notices in newspapers and/or websites and/or any other appropriate means;
- 6.1.3 In order to accelerate the selection process, internal and external job offers may be done simultaneously.

### 6.2 Temporary Personnel

- 6.2.1 The recruitment of temporary personnel for replacements or work surplus is done through applications received by the Human Resources Service and if need be, through postings in newspapers and/or by Internet and/or by any appropriate other means.

### 6.3 Offers of service

- 6.3.1 Anyone who wishes to work for the School Board must send an offer of services in writing. This offer should include a letter of presentation along with curriculum vitae;
- 6.3.2 The Human Resources Service acknowledges receipt of all offers of services and keeps them active for a year.

## 7. SELECTION

### 7.1 Pre-selection

- 7.1.1 When for a given position job applicants are too numerous, the Human Resources Service conducts a preselection process to enhance the effectiveness of time devoted to the selection;
- 7.1.2 Pre-selection is done taking into account qualifications, experience, competence and particular requirements judged necessary to fill the position. The selection committee is made aware of the criteria used for this preselection;
- 7.1.3 In accordance with the Act respecting equal access to employment in public bodies, preference will be given to a member of the target groups in employment groupings where there is under-representation;
- 7.1.4 If a candidate stands out after preselection, a recommendation to hire may be presented to the decision-making body.

### 7.2 Employment Tests

- 7.2.1 In order to verify their aptitudes to accomplish related tasks of the position to be filled, candidates selected may be submitted to tests following the pre-selection.

### 7.3 Selection

- 7.3.1 The make-up of the selection committee.
  - 7.3.1.1 To fill a management position or that of school principal, the selection committee is made up of the administrator, the person in charge of Human

Resources Service and the possibility of an outside resource person.

To fill a teaching, professional or support position, the selection committee is normally made up of the school principal, or the service concerned and the person in charge of Human Resources Service. When recruiting a professional, add the possibility of the presence of the administrator and/or an outside resource person.

7.3.2 Regular and Temporary Employee (six months & more)

7.3.2.1 Whether it is to hire for a regular or temporary position, for a predetermined period of six months or more, the candidate must present himself for an interview before a selection committee.

7.3.3 Temporary employee (less than six months)

7.3.3.1 The school principal or the service concerned chooses a temporary employee using lists of available candidates supplied by Human Resources Services;

7.3.3.2 An interview before a selection committee is required if the school principal or the service concerned deems necessary.

**8. WELCOMING**

8.1 When the School Board proceeds with the hiring, the Human Resources Service forwards to the employee all the necessary information related to his working conditions and the internal organization of the School Board;

8.2 The Human Resources Service makes sure that the new employee is welcomed by his immediate supervisor who introduces him to his new colleagues, goes over his work description with him, informs him of his expectations and informs him about the support he will receive and of the probation period. Also, if the employee comes from outside of the assigned village, a visit of the village should be organized.

**9. PROBATION**

9.1 The Human Resources Service informs the school principal about the probation period required for the category of employee hired and provides the necessary material for the evaluation, if need be (Appendix I, II, III);

9.2 The school principal or the service concerned is responsible for the probation of any new employee. He submits his written recommendations with an evaluation report to the Human Resources Service;

**10. VARIOUS PROVISIONS**

10.1 This policy has been adopted by ordinance.







**APPENDIX I**  
**REPORT TO BE COMPLETED AT THE END OF THE PROBATION PERSON**  
**PROFESSIONAL AND SUPPORT STAFF**  
**(continued)**

**TIME REQUIRED**

- Maintains a consistent pace.
- Works at an average pace.
- Executes work slowly.
- Often wastes time.

COMMENTS :

**USE OF COMPUTER TECHNOLOGY**

- Masters all the office technology.
- Produces work requested.
- Insufficient knowledge of the required technology.

COMMENTS :

**FREQUENCY OF ERRORS**

- Seldom makes errors.
- Makes occasional errors.
- Frequent errors.

COMMENTS :



**APPENDIX I**  
**REPORT TO BE COMPLETED AT THE END OF THE PROBATION PERSON**  
**PROFESSIONAL AND SUPPORT STAFF**  
**(continued)**

**RESPECT DEADLINES**

- We can assign this person the most urgent work.
- Completes the work in the required the deadline period.
- Does not always respect deadlines.
- Seldom respects deadlines.

**COMMENTS :**

**WORKING METHODS**

- Organizes work efficiently.
- Organizes work competently.
- Organizes work with difficulty.
- Cannot organize work.

**COMMENTS :**

**INITIATIVE**

- Suggests ways to improve work and efficiency.
- Knows how to anticipate and resolve problems related to work.
- Has difficulty resolving simple problems.

**COMMENTS :**



**APPENDIX I**  
**REPORT TO BE COMPLETED AT THE END OF THE PROBATION PERSON**  
**PROFESSIONAL AND SUPPORT STAFF**  
**(continued)**

<b>SENSE OF RESPONSIBILITY</b>	
<input type="checkbox"/>	Accepts responsibilities with enthusiasm.
<input type="checkbox"/>	Accepts responsibilities in trusted to him or her.
<input type="checkbox"/>	Sometimes refers his/her problems to others.
<input type="checkbox"/>	Fails to accomplish the work required.
<b>COMMENTS :</b>	
<b>RELATIONSHIP WITH IMMEDIATE SUPERVISOR</b>	
<input type="checkbox"/>	Excellent collaboration and positive attitude.
<input type="checkbox"/>	Good collaboration and positive attitude.
<input type="checkbox"/>	Poor collaboration and negative attitude.
<b>COMMENTS :</b>	
<b>TEAM SPIRIT</b>	
<input type="checkbox"/>	Contributes to improve team spirit.
<input type="checkbox"/>	Is respected by colleagues.
<input type="checkbox"/>	Has difficulty working in a team.
<b>COMMENTS :</b>	

**APPENDIX I**  
**REPORT TO BE COMPLETED AT THE END OF THE PROBATION PERSON**  
**PROFESSIONAL AND SUPPORT STAFF**  
**(continued)**

**ORAL COMMUNICATION**

- Expresses ideas with clarity and precision.
- Expresses ideas satisfactorily.
- Cannot express ideas effectively.
- Uses appropriate diction.
- Uses a satisfactory language.
- Needs to improve speech.

**COMMENTS :**

**ORAL COMMUNICATION**

- Uses appropriate written language skills.
- Encounters weaknesses with the written language.
- Encounters slight difficulties with the use of the written language.

**COMMENTS :**

**ATTENDANCE AND PUNCTUALITY**

- Regularly present and punctual.
- Generally present and punctual.
- Often late.
- Frequently absent.

**COMMENTS :**



**APPENDIX I**  
**REPORT TO BE COMPLETED AT THE END OF THE PROBATION PERSON**  
**PROFESSIONAL AND SUPPORT STAFF**  
**(continued)**

**GLOBAL APPRECIATION**

During the performance of duties and taking into consideration the degree of autonomy foreseen in this class of employment, the employee needs the following type of supervision:

restricted

average

constant

Considering inherent responsibilities of this position, the employee performs:

excellently

very well

satisfactorily

insufficiently

**RECOMMENDATIONS**

- Grant tenure
- Extend probation period
- Do not hire
- Other recommendations :

**FOR THE EMPLOYEE EVALUATED**

I acknowledge having been informed of the evaluation made by my immediate supervisor.

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Immediate Supervisor

\_\_\_\_\_  
Function

## APPENDIX II ASSESSMENT REPORT PROFESSIONAL AND SUPPORT STAFF

### SECTION I (to be completed by the Human Resources Service)

SURNAME :	GIVEN NAME :	EMPLOYEE NUMBER :
SCHOOL OR ADULT CENTRE :	POSITION:	
DURATION OF PROBATION :		
from	to	
NUMBER OF MONTHS :	NUMBER OF DAYS :	

### SECTION II ASSESSMENT CRITERIA

Legend: A: Excellent B: Very good C: Good D: Satisfactory E: Unsatisfactory	A	B	C	D	E
Professional knowledge and technology					
Quality of work					
Quantity of work					
Relationship with colleagues					
Relationship with superiors					
Oral communications					
Written communications					
Motivation, dynamics					
Punctuality and attendance					

COMMENTS :

RECOMMENDATION : Employ his/her services again     YES     NO     INSUFFICIENT INFORMATION

\_\_\_\_\_ Date

\_\_\_\_\_ Principal Signature



**APPENDIX III  
ASSESSMENT REPORT  
PART-TIME TEACHER, BY THE LESSON AND OCCASIONAL SUBSTITUTE**

**SECTION I (to be completed by the Human Resources Service)**

SURNAME :	GIVEN NAME :	EMPLOYEE NUMBER :
ÉCOLE OU CENTRE ADULTE :		POSITION :
DURATION OF PROBATION :		
from	to	
NUMBER OF DAYS :	FIELD :	LEVEL :

**SECTION II ASSESSEMENT REPORT**

Legend: A: Excellent B: Very good C: Good D: Satisfactory E: Unsatisfactory	A	B	C	D	E
Knowledge of programs					
Teaching strategies					
Measure and evaluation					
Relationship with students					
Relationship with colleagues					
Relationship with superiors					
Motivation and dynamics					
Class management					
Attendance and punctuality					

**COMMENTS :**

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RECOMMENDATION : Employ his/her services again  YES  NO  INSUFFISANT INFORMATION

\_\_\_\_\_ Date

\_\_\_\_\_ Principal Information

# APPENDIX VI



Volunteer :   
Employee :

## DECLARATION CONCERNING A JUDICIAL RECORD

PLEASE COMPLETE THIS DECLARATION LEGIBLY USING BLOCK LETTERS

SECTION 1 Personal Information		
LAST NAME (if you have more than one last name, please enter them in the usual order)		
FIRST NAME (1)	MIDDLE NAME (2)	
DATE OF BIRTH	SEX <input type="checkbox"/> Male <input type="checkbox"/> Female	PHONE NUMBER
CURRENT ADDRESS (number, street, apartment)		
CITY	PROVINCE	POSTAL CODE
PREVIOUS ADDRESS (numbers, street, apartment) (if you have been at your current address for less than five years)		
CITY	PROVINCE	POSTAL CODE

### The Education Act specifies that:

- This form must be sent to the school board;
- Any person working or coming into regular contact with minor-age students must, within 10 days of being notified of a change in his or her judicial record, inform the school board concerned of this change, regardless of whether the person has already filed a declaration concerning his or her judicial record;
- A teaching licence holder must, within 10 days of being notified of a change in his or her judicial record, inform the Minister of Education, Recreation and Sports of this change, regardless of whether the person has already filed a declaration concerning the person's judicial record;
- The school board must inform the Minister of Education, Recreation and Sports in each case in which it concludes that the judicial record of a teaching licence holder has a bearing on the duties that are, or may be, assigned to the teaching licence holder by the school board;
- The school board may verify this declaration or have it verified, in particular by a Quebec police force, and may communicate or receive any information for the purposes of this verification;
- The school board must ensure that any person called to work near or who have regular contact with minor-age students does not have a judicial record which has a bearing on the duties that are, or may be assigned by the school board.

### The Charter of Rights and Freedoms states:

- That no one may dismiss, refuse to hire, or otherwise penalize a person in his or her employment owing to the mere fact that the person was convicted of a penal or criminal offence, if the offence was in no way connected with the employment or if the person has obtained a pardon for the offence.

### NOTE

- The school board can require that an official piece of photo identification (driver's licence, passport, health insurance card, etc.) be presented to an authorized representative of the commission, in order to ensure the exactitude of the personal information given such as the last name, first name and date of birth.
- A declaration form will be considered incomplete and will be returned to the sender if: it is not signed, or if one or more questions remain unanswered.
- A false declaration may lead to the rejection of an application or to administrative or disciplinary measures.
- The full judicial record must be declared. However, only the offences that, in the opinion of the school board, have a bearing on the person's duties will be considered.

ACKNOWLEDGEMENT OF DELIVERY SPACE RESERVED TO THE ADMINISTRATION	
Signature	_____
Date	_____



Check the appropriate boxes in each of the following sections. If you need more space to provide all the information requested, continue on a separate sheet and enclose it with this form. Enter your name at the top of any additional sheet.

**SECTION 2 CONVICTIONS**

**A – CRIMINAL OFFENCE(S)**

- I have not been convicted of a criminal offence in Canada or elsewhere or, if I have been convicted of a criminal offence, I have obtained a pardon.
- or
- I have been convicted, in Canada or elsewhere, of the following criminal offence(s):

OFFENCE	DATE	LOCATION OF COURT

**B – PENAL OFFENCE (S)**

- I have not been convicted of a penal offence in Canada or elsewhere or, if I have been convicted of a penal offence, I have obtained a pardon.
- or
- I have been convicted, in Canada or elsewhere, of the following penal offence(s):

OFFENCE	DATE	LOCATION OF COURT

**SECTION 3 CHARGE(S) STILL PENDING**

**A – CRIMINAL OFFENCE(S)**

- I am not subject to any pending charges for a criminal offence in Canada or elsewhere.
- or
- I am subject to one or more pending charges, in Canada or elsewhere, for the following criminal offences :

OFFENCE	DATE	LOCATION OF COURT

**B – PENAL OFFENCES**

- I am not subject to any pending charges for a penal offence in Canada or elsewhere.
- or
- I am subject to one or more pending charges, in Canada or elsewhere, for the following penal offence(s):

OFFENCE	DATE	LOCATION OF COURT

**SECTION 4 COURT ORDER (S)**

- I am not subject to any court order made against me in Canada or elsewhere.
- or
- I am subject to the following court order (s) made against me in Canada or elsewhere:

OFFENCE	DATE	LOCATION OF COURT

I certify that all the information provided in this declaration for mis accurate and complete and that I must declare any changes to my judicial record.

\_\_\_\_\_  
Signature Date