



Bylaw 4
concerning
Human Resources Management



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This current proposal replaces all previous versions in their entirety.

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Preamble and Designation

This bylaw is adopted subject to the provisions of the Act, article 44(a) and (b), to the Letters Patent of the College, and to Bylaw 1. This bylaw has been revised to reflect the fundamental structural changes arising from the application of Chapter 2 of the Act to Champlain Regional College. Moreover, this bylaw respects the Ministry's guidance from the *Institut sur la gouvernance d'organisations privées et publiques (IGOPP)* which supports Quebec colleges' boards of governors in establishing best practices in public sector governance.

This bylaw provides a global framework for recruitment and staffing, orientation and integration, evaluation, and professional development of employees and under which all other human resources policies, processes and programs are developed as well as defining certain roles and responsibilities.

Recognizing that the employees constitute the primary means to fulfill the College mission, Champlain Regional College and the Constituent Colleges are committed to working collaboratively with their Employees on their individual and collective development.

Article 1 General Provisions

1.1 Scope

Bylaw 4 applies to all Employees at all Locations. The Preamble is an integral part of this Bylaw.

1.2 Implementation and Revision

This version of Bylaw 4 is in effect upon adoption by the Board and replaces all previous versions of Bylaw 4 in their entirety. Bylaw 4 will be reviewed at least every five years or when deemed necessary in accordance with Bylaw 1, clause 4.8 d).

1.3 Definitions

The definitions in article 1.1 of Bylaw 1 apply to Bylaw 4. However, in Bylaw 4, the following terms are defined as follows:

- a) "Act" refers the *General and Vocational Colleges Act, 1977 Revised Statutes of Québec*, Chapter C-29 and its amendments;
- b) "Administrative Services" refers to Champlain Regional College center that provides services and supports to Constituent Colleges in their operations
- c) "Board" refers to the Board of Governors of Champlain Regional College;
- d) "Bylaw 1" refers to Champlain Regional College's most recent version of its bylaw 1 on its general administration;

- e) “Bylaw 3” refers to Champlain Regional College’s most recent version of its bylaw 3 on the appointment, renewal, and evaluation of Senior Executives;
- f) “Champlain Regional College” or “College” refers to Champlain Regional College and its Constituent Colleges;
- g) “College-wide” refers to activities or shared services offered throughout Champlain Regional College;
- h) “Constituent Colleges” refers to the constituent colleges of Champlain Regional College, namely Champlain College Lennoxville, Champlain College Saint-Lambert and Champlain-St. Lawrence College;
- i) “Director” refers to the person acting as the director of administrative services and/or, depending on the context, as the director of human resources of Champlain Regional College;
- j) “Directors Of Constituent College” refers to the person acting as the director of a Constituent College;
- k) “Employee” refers to any person, regardless of classification, paid for their services through the College’s payroll system.
- l) “Governing Board” refers to the institutional board of each Constituent College as per articles 48 and 49 of the Act;
- m) “Human Resources Committee” refers to the standing committee established by the Board responsible to oversee the implementation of Champlain Regional College human resources policies and bylaws and fulfill the responsibilities listed herein at article 2.3 and in the yearly mandate given by the Board as per article 5.2.6 of Bylaw 1. The Human Resources Committee is composed as per articles 5.2.4 of Bylaw 1;
- n) “Immediate Superior” or “Supervisor” refers to a Senior Executive or manager appointed for such purpose, who has direct managerial responsibility over an Employee;
- o) “Location” refers to the location of a Constituent College or the Administrative Services;
- p) “Manager” or “Management Personnel” refers to Employee(s) occupying a position included in the Ministry’s *Plan de classification des emplois types et Guide de classement des postes de cadre pour le personnel d’encadrement des collèges d’enseignement général et professionnel*;
- q) “Management Personnel Policy” refers to the policy on certain working conditions for Management Personnel adopted by the Board in accordance with the *Document consolidé concernant certaines conditions de travail des cadres des collèges d’enseignement général et professionnel (CT 202575 du 21 juin 2005 et ses modifications)*,

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chapitre XVI;

- r) « Non-Teaching Staff » refers to an Employee that is not a Teacher;
- s) “Officers” refers to the Champlain Regional College’s Chair, vice-chair, Director General, each Director of Constituent Colleges, the Director of Human Resources and the Director of Administrative Services;
- t) “Permanent Position” refers to a position established in a Staffing Plan or other analogous document and held or to be held by a regular Employee other than a Senior Executive;
- u) “Senior Executive” refers to the Director General and the Directors of Constituent College appointed by the Board in accordance with the Act and Bylaw 1 and subject to Bylaw 3;
- v) “Staffing Plan” refers to a document coherent with the budget estimates, summarizing the Permanent Positions for each of the management, support, and professional personnel categories for each Location;
- w) “Teacher” refers to an Employee covered by a provincial collective agreement for teaching personnel to which Champlain Regional College is a party.

Article 2 General Objectives

The general objective of Bylaw 4 is to outline in broad terms the distribution of human resource management responsibilities among the Officers of Champlain Regional College as outlined in article 2 above. Equally important, Bylaw 4 defines a human resources management philosophy that supports the accomplishment of Champlain Regional College’s mission and reflects the values of the organization. To do so, the Senior Executives and the Management Personnel of Champlain Regional College and the Constituent Colleges will:

- a) promote engagement and commitment of all Employees in the mission, vision, and values of Champlain Regional College;
- b) promote the attraction and retention of qualified, competent, and motivated Employees;
- c) recognize individual and collective contributions;
- d) encourage and support the development of Employees;
- e) integrate Employees in Champlain Regional College’s life to facilitate their contributing to the continuing development of a sense of community.

Article 3 Specific Objectives

Champlain Regional College and the Constituent Colleges ensure that the values and principles outlined in this Bylaw are respected to provide quality services to students and to community users, to promote the educational success of students, and to develop a sense of belonging for all. Within this framework, Champlain Regional College and the

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Constituent Colleges are committed to the development, maintenance and revision of human resource policies and programs addressing recruitment and staffing, orientation and integration, evaluation, and professional development. Consistent with the value of collaboration, the Constituent Colleges and Administrative Services will endeavor to collaborate in the development of their respective policies and programs, and share their expertise, and in so far as possible promote consistent and equitable treatment of employees across all Locations.

3.1 Recruitment and Staffing Policies and Programs

To meet needs adequately, Administrative Services and the Constituent Colleges each establish and annually review:

- a) workforce planning of Permanent Positions for all departments and, at the Constituent Colleges, for each teaching discipline;
- b) the profile of their respective requirements necessary for employee recruitment and staffing; and,
- c) their selection tools, recruitment sources, and their relevant policies and programs.

Through these policies and programs, Administrative Services and the Constituent Colleges promote the competence and motivation of Employees and internal candidates, as well as the attraction and retention of personnel recruited externally.

3.2 Onboarding and Integration Policies and Programs for New Employees

To facilitate the onboarding and integration of new Employees, the Administrative Services and the Constituent Colleges:

- a) provide them with the necessary resources and information inherent to their positions;
- b) make them aware of Champlain Regional College's expectations of its Employees, in general, as well as with respect to their specific positions;
- c) ensure the cooperation of existing personnel to enable newly appointed Employees to properly carry out the responsibilities inherent to the role; and,
- d) outline and teach best practices in occupational health and safety related to their position.

These policies and programs aim to develop and maintain an attitude of respect, collaboration, service, and a sense of belonging.

3.3 Employee Evaluation Bylaw, Policies, and Programs

Article 4 of Bylaw 3 and the respective evaluation policies and programs applicable to Employees at each of the Locations are designed to objectively recognize the work and contribution of each Employee in the pursuit of Champlain Regional College's mission. The Board, Administrative Services and the Constituent Colleges:

- a) evaluate Employees based on pre-established criteria in relation to the nature of the work and its context in the organization;
- b) administer Employee evaluation in a formative and professional development perspective as it relates to their individual career development;
- c) encourage Employee participation and accountability with respect to Champlain Regional College's mission;

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- d) provide an appeal mechanism where appropriate; and,
- e) ensure that the evaluation process and results remain strictly confidential between Employees and their respective Supervisors in accordance with the relevant bylaw, policy or program.

3.4 Professional Development Programs

Employee professional development programs are designed to encourage and support Employees in their efforts to develop and improve their skills and acquire new ones with a view to meeting Champlain Regional College's needs in the pursuit of its mission. The Administrative Services and the Constituent Colleges, through their representatives at the respective committees, will actively promote both individual and group professional development projects that contribute to the accomplishment of Champlain Regional College's mission, in general, and/or the achievement of specific institutional objectives. In most cases, local professional development policies are in the purview of the local professional development committees in accordance with the relevant collective agreement or working conditions. In the case of Senior Executives, a professional development provision is established in the employment contract.

Article 4 Responsibilities under Bylaw 4

4.1 Board of Governors

In conformity with the Act and Bylaw 1, the Board adopts this bylaw, after consultation with each Governing Board.

The Board establishes the Human Resources Committee and as required, may assign it specific mandates in addition to those described in articles 4.3 and 7 of this Bylaw.

4.2 Governing Boards

The Governing Boards provide advice to the Board on this Bylaw and its revisions. Through their approval of annual budget estimates, each Governing Board provides for the financing of the non-teaching Staffing Plan of the College.

4.3 Human Resources Committee of the Board of Governors

The Human Resources Committee is mandated to advise the Board on questions that are referred to it. Specifically, the Human Resource Committee aids the Board in its adoption and follow up of bylaws and policies concerning recruitment and staffing, orientation and integration, evaluation, and professional development.

4.4 Director General

The Director General:

- a) assumes the overall responsibility for operationalization of this bylaw and, in collaboration with the Director of Human Resources and the Directors of the Constituent Colleges, all Champlain Regional College human resources policies;
- b) is responsible for all human resources issues regarding the Officers, including their succession planning;

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- c) is responsible for the development and evolution of the Staffing Plans at the Administrative Services within the approved budgetary estimates; and,
- d) is responsible for the application of the Management Personnel Policy at the Administrative Services.

4.5 Director of Human Resources

The Director of Human Resources:

- a) is responsible for College-wide human resources systems and services, Champlain Regional College policies and programs as outlined in article 4.7 of Bylaw 1;
- b) is responsible for all aspects of human resources administration at the Administrative Services, apart from the development and evolution of the Staffing Plan and the application of the Management Personnel Policy;
- c) supports the Directors of the Constituent Colleges and the local human resources services in the management of human resources at their respective Locations, including the ongoing development, implementation, evaluation, and communication of internal controls for College-wide human resources processes;
- d) is responsible for the development and review of the Management Personnel Policy and the policy governing the working conditions for non-unionized personnel.

4.6 Directors of Constituent College

The Directors of the Constituent Colleges:

- a) are responsible under article 4.6 of Bylaw 1 for all aspects of human resources management at their respective Locations, including the development and evolution of Staffing Plans within the approved budgetary estimates; labor relations and the application of collective agreements; and the development of local policies and programs, as deemed necessary, that are coherent with Champlain Regional College bylaws, policies, services, and programs;
- b) are responsible for the application of Champlain Regional College policies, services, and programs at their respective Locations;
- c) are responsible for the application of the Management Personnel Policy and the policy governing the working conditions for non-unionized personnel at their respective Locations.

Article 5 Guiding Principles in Human Resources Management Practices

In adopting this bylaw, the Board acknowledges the adherence of Administrative Services and the Constituent Colleges to the following principles:

- a) Respect for and appreciation of individuals and the groups that represent them;
- b) Compliance with laws and regulations;
- c) Compliance with the principles of justice, equity, and ethics;
- d) Focus on professional development and improvement;
- e) Maintenance of a work climate conducive to the achievement of the mission;
- f) Management of human resources effectively and efficiently;
- g) Consultation of the College communities as a priority;
- h) Provision of information across all sectors of the Regional College and the Constituent Colleges.

Article 6 Champlain Regional College's Expectations

6.1 Champlain Regional College's Expectations of its Employees

Champlain Regional College expects all Employees:

- a) To respect all members of the College community;
- b) To exhibit an attentive attitude in interactions with others through compassion, polite discourse, and a commitment to the wellness of students and Employees;
- c) To collaborate and cooperate in the achievement of shared goals and objectives;
- d) To commit to the responsible and effective use of human, physical, environmental, and financial resources;
- e) To contribute to a sense of community by exhibiting civility and integrity in providing services to others, whether students, other Employees, or members of the external community;
- f) Without limiting an individual's rights guaranteed in the *Quebec Charter of Human Rights and Freedoms*, to exhibit loyalty to the College and avoid any action that may prejudice or willingly tarnish the institution's reputation;
- g) To respect the confidentiality of the information to which they have access;
- h) To maintain and develop, in collaboration with the College, the competencies required to accomplish their tasks.

6.2 Champlain Regional College's Expectations of its Senior Executives and Management Personnel

Senior Executives and Management Personnel are expected to behave as role models in fulfilling the expectations set out in 6.1 above. Senior Executives and Management Personnel are also expected to demonstrate leadership in alignment with the mission, the vision, and the values of Champlain Regional College and the pursuit of the General Objectives outlined in Article 3 of this bylaw.

Article 7 Human Resources Standing Committee

The Board annually names a Human Resources Committee. The Human Resource Committee's composition, role and yearly mandates are determined in accordance with articles 5.2.4, 5.2.5.3 and 5.2.6 of Bylaw 1. The Human Resources Committee advises the Board on the adoption and the implementation of human resources policies as well as the adoption and implementation of Bylaws 3 and 4. Further the Human Resources Committee:

- a) ensures that Bylaw 3 is applied;
- b) ensures a succession planning program is in place for the Director General and the Directors of Constituent College;
- c) fulfills any other specific mandates set by resolution of the Board.

Article 8 Policies, Processes and Programs

8.1 Subordination to Bylaw 4

All policies, processes and programs existing or to be developed concerning the

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management of human resources at Administrative Services and at the Constituent Colleges are subordinate to Bylaw 4 with respect to the principles stated herein and the responsibilities so assigned. If any conflict of principle or responsibility arises between this bylaw and a provision of a policy, process or programs adopted by Administrative Services or a Constituent College, then the principle or responsibility stated in Bylaw 4 shall prevail. The conflicting provision of the policy, process or program will be null and void and must be modified without delay.

Notwithstanding the foregoing, the delegation of responsibilities, temporary or otherwise, within the management structure of Administrative Services and the Constituent Colleges per accepted practice is allowed.

8.2 Statutory and Local Policies

Champlain Regional College and the Constituent Colleges are legally required to adopt certain statutory policies, including but not limited to the Harassment Policy, the Policy Against Sexual Violence, etc. Insofar as any statutory or local policy touches upon human resource management issues, principles or responsibility, such policy must be concordant with the principles and responsibilities outlined in Bylaw 4 and are in those respects minimally subordinate to Bylaw 4. The development of new policies and the scheduled review of existing policies must consider the principles and responsibilities outlined in Bylaw 4 with respect to any human resource management stipulations that are included and, as necessary, such stipulations must be revised to be concordant with Bylaw 4.