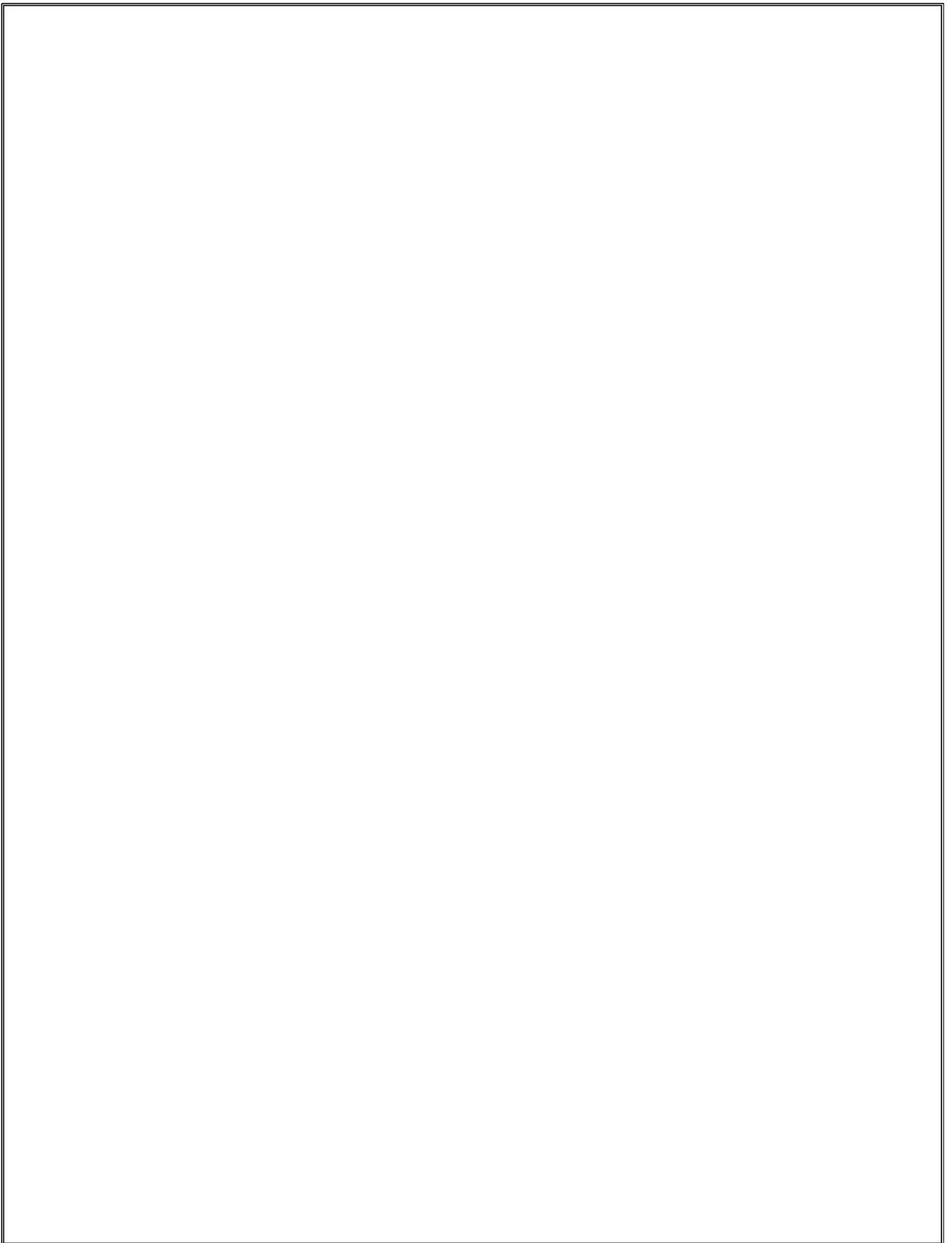


<b>EASTERN TOWNSHIPS SCHOOL BOARD</b>	<i>Title:</i> <b>EMPLOYMENT PRACTICES</b>	
<i>Source:</i> <b>Council of Commissioners Director - Human Resources</b>	<i>Adopted:</i> <b>ETSB00-144 2000-07-27 Effective as of 2000-07-27</b>	<i>Reference Number:</i> <b>P014</b>

**SEE ATTACHED DOCUMENT (21 PAGES)**

**Update 2 - August 2000**



# **EMPLOYMENT PRACTICES**

## **EASTERN TOWNSHIPS SCHOOL BOARD**

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### **INTRODUCTION**

# **1**

Employment systems are those policies and practices by which an organization attracts, selects, promotes, and determines the conditions of employment at the workplace. There are other systems which deal with questions such as evaluation, compensation, pay equity, benefits, disciplinary action and dismissal; however, these are controlled by Provincial Collective Agreements and Local Agreements.

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# RECRUITMENT

# 2

The purpose of recruitment is to attract qualified job applicants to fill available employment opportunities.

The method of recruitment is a major factor in determining the final outcome of the recruitment process, as it dictates the makeup of the pool of job applicants.

Consequently, policies and practices must seek to broaden the pool of applicants and the orientation of all such policies and practices must be one of inclusion and encouragement.

## **POLICY STATEMENTS: INTERNAL RECRUITMENT**

### **A. Job Postings**

1. All postings must be constantly monitored by those members of the Human Resources Department responsible for hiring in the various occupation categories to ensure that they accurately emphasize the qualifications, experience and duties most central to the job in question.
2. Qualifications are generally those to be found in the various Collective Agreements and/or Classification Plans.
3. Duties, responsibilities, skill components and physical requirements (where applicable) should always reflect the actual job requirements.
4. Every effort must be made to ensure that job postings and bulletin boards in our schools, centres and in each department of the administration building are accessible to all employees, including the disabled.

A special effort must be made in schools to ensure that all employees see all job postings.

5. All job postings must be constantly monitored by members of the Human Resources Department to ensure that there are no gender or cultural biases contained in them.

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**B. Application Forms**

1. These forms must conform to standards set by the Quebec Human Rights Commission before being utilised.

**C. Employee Awareness**

1. In order that an effective response system is provided for all potential applicants, all employees must be aware of the contact person(s) for hiring procedures.

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# SELECTION

# 3

The purpose of selection is to determine from a group of applicants which candidates are most likely to be successful in performing the job. If all the people who are making hiring decisions are members of one group, they may tend, unconsciously, to make hiring decisions favouring that group.

The Council of Commissioners orientations and priorities will be given consideration in the selection of personnel.

## **POLICY STATEMENTS**

### **A. Screening Applicants**

1. Determine minimum job specific requirements and eliminate any that are not.
2. Eliminate excessive educational skill and experience requirements.
3. Ensure that staff who screen applications do not penalise applicants for career gaps due to parenting and homemaking tasks.
4. Give due consideration to applicant's potential to learn and the generic skills already possessed.
5. Ensure that all new applicants provide a "Certificate of Good Standing" or equivalent, as issued by a police force organization.

### **B. Interview Teams**

1. Every interview team should have at least one representative from the Human Resources Department and two additional members in accordance with annex A, B, C or D.
2. The same team should interview all candidates for a specific job.
3. The interview itself must be structured (see (C) interview Process).

### **C. The Interview Process**

Interviews must be systematically organised in order to ensure all candidates are treated equally. The following steps must be followed in all interviews.

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1. Whenever possible an appropriate list of selection criteria should be drawn up for each position, with weighting if necessary, to help the interviewers in the selection process.
  2. Members of the interview team are to be provided with a common bank of questions appropriate to the job in question. All questions asked must respect the guidelines set by the Quebec Charter of Human Rights and Freedoms. The questions should be prepared by the Human Resources Department in conjunction with the Department/School/Centre concerned.
  3. Interviews must be documented on the confidential evaluation form and kept in a confidential file in the Human Resources Office.
  4. A standardized procedure for reference checks (e.g. appropriate form) must be utilized for all applicants and must be available prior to the interview if possible.
  5. The contents of the file should be:
    - a standard form indicating the interviewer's appraisal
    - C..V. of applicant
    - any confidential references received
    - criminal record check
    - other pertinent documentation e.g. applicable tests.

#### **D. Testing**

Whenever testing is required (e.g. keyboarding skills) the following conditions must be adhered to:

1. All tests must be job related and appropriate to the positions in question.
2. Tests must be closely monitored with a view to eliminate any biases. (e.g. gender, ethnocultural, etc.).
3. Only trained personnel should administer tests.
4. The conditions under which tests are administered must be standardized for all applicants.

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5. Testing materials should be adapted to meet any special needs of the handicapped wherever appropriate.
  6. Test areas must be accessible to handicapped people.

**E. Selection**

The method of arriving at the final selection is described in the section on Hiring Practices, Annexes (A to D), and varies according to the job classification.

**F. Offer of Employment**

All offers of employment will become official only after the proper documentation is received and approval is given by the Executive of the Council of Commissioners. All candidates who have been interviewed will receive a letter thanking them for their interest in working for the Eastern Townships School Board.

**G. Employee Awareness**

1. All frontline staff (e.g. receptionists and interviewers) must be fully aware of human rights and other appropriate employment related legislation.
2. In-service training should be made available to ensure that all staff members involved in interviewing are continually updated, sensitized to the needs of the system and policies of the Board.

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# UPWARD MOBILITY

# 4

The purpose of an upward mobility system is to promote qualified candidates to more senior positions in the organisation.

An effective upward mobility system helps employees to acquire or define the skills and experience they need for promotion. Such a system may include job rotation, secondments, temporary replacement, special assignments, and committee participation.

## STATEMENTS OF BELIEF

### A. Internal Promotion Routes

1. Give priority to internal candidates (before external candidates) when opportunity for promotion, either temporary or permanent, arises.
2. Encourage managers to recognize the developmental value and organizational benefit of training that is not necessarily related to an employee's current position.
3. We acknowledge that none of the above statements removes from the individual employee the responsibility of taking the initiative to acquire the appropriate skills to facilitate their opportunities for promotion.

### B. Communication

1. Implement an effective communication plan to promote upward mobility and to help ensure employees' support of these initiatives.

### C. Refer to:

"Building our Schools/Centres for the Future" Policy

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# CONDITIONS OF EMPLOYMENT

# 5

The purpose of conditions of employment is to outline hours of work, attendance reporting, access to facilities and services, appearance codes, and health and safety requirements for employees within the organisation.

Working atmosphere is also an important aspect of conditions of employment. Failure to ensure a hospitable working environment for all employees can make an organisation vulnerable to human rights complaints and litigation. In essence, an unreceptive working environment may result in not only unfair treatment, but also an ineffective use of human resources.

## STATEMENTS OF BELIEFS: SYSTEMIC ISSUES

### A. Dress / Appearance Codes

1. Abide by human rights legislation respecting an individual's religious observance and dress requirements and provide reasonable accommodation as appropriate.

### B. Accessibility and Job Accommodation for Job Applicants and Employees with Disabilities

1. Conduct a survey of existing physical barriers: obtain expert assistance from governments and advocacy groups regarding technical aids and job accommodation.
2. Whenever possible involve employees with disabilities in developing and delivering awareness sessions on working with persons with disabilities, and include such topics as job accommodation and technical aids.

### C. Workplace Harassment

1. Ensure the organization's practices comply with applicable human rights legislation, specifically with respect to discrimination.
2. Review on an annual basis current policies and procedures which deal with harassment.

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3. Disseminate the relevant policy and procedures throughout the organisation via information sessions.

**D. Health and Safety Issues**

1. Review, revise as necessary, and implement evacuation procedures for employees with disabilities in conjunction with fire prevention authorities; specifically institute a buddy system for evacuating employees with disabilities.
2. Review current literature on Video Display Terminals (VDT) usage of other business machines as related to health and safety issues and disseminate up-to-date health and safety practices.
3. Ensure frequent rest breaks for VDT operators (approximately 10 minutes every two hours).
4. In addition to complying with applicable health and safety laws, apply the principle of reasonable accommodation where employees are, or believe themselves to be, at risk.
5. Provide comparable alternative employment in conformity with the provisions of Collective Agreements and CSST Regulations, with no reduction of benefits to pregnant VDT operators for duration of pregnancy.

**E. Other Conditions of Employment Factors**

1. Encourage managers and employees to review the current work arrangements and employee needs with a view to improving employment conditions.
2. Consider implementing alternative work schedules where appropriate.
3. Define and require respectful conduct of and toward all employees.

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# HIRING PRACTICES

# 6

Annex A      Administrative Technical and Labour  
Support Staff

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Annex B.      Bus Drivers

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Annex C.      Teachers

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Annex D.      Professionals

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## ANNEX A

### Engagement of Administrative Technical Support Staff and Labour

#### 1. Permanent Position

##### A. Approval

- All positions must be cleared by Financial Services
- All positions must be opened by Human Resources

##### B. Sequence for Filling Vacancies

In accordance with the appropriate clause of the collective agreement the majority of engagements are made at Step 2, as a result of the seniority clauses in Collective Agreements.

##### Step 1

- Internal surplus candidates from the same class of employment or
- Internal surplus candidates from another class of employment

##### Step 2

- Internal posting for a minimum of 10 work days

##### Step 3

- If there are no qualified internal applicants the Board has a contractual obligation to approach the Provincial Relocation Bureau which may refer surplus candidates from other school boards.

##### Step 4

- Non tenured regular employee who has been laid off for a period of 24 months or less

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### **Step 5**

- Temporary employees who meet the job requirements, are on the priority of employment list and who have worked 6 months out of the last 12 months for the School Board.

### **Step 6**

- Candidate from outside the Board who meets the job requirements.

#### **A. Application / Interview**

- All applicants are considered in terms of such qualifications as: academic background, work skills, related experience, positive work references, and language skills.
- Testing, interview teams and structured interviews are used in the selection process.
- Interview teams are usually composed of a member of the Human Resources Department, the Administrator from the school or department and usually involves the immediate superior where the vacancy occurs and one other administrator.

#### **B. Selection**

- The final selection is made by the interview team.

## **2. Temporary Positions**

#### **A. Sequence for Filling Vacancies**

When the school board decides to fill a temporary vacancy of at least 10 days it shall proceed as follows:

- a) it shall assign to this position an employee in surplus or a person in surplus from the support staff in its employ;

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- b) failing this, it shall offer the position to the employee from the same office, department, school or adult education centre, as the case may be, for whom this assignment would constitute a promotion;
  - c) failing this, the board shall offer the position to the other employees in the same office, department, school or adult education centre, as the case may be, for whom this assignment would constitute a transfer or a demotion;
  - d) failing this, the board shall offer the position to the regular employee who has been laid off for less than two (2) years;
  - e) failing this, the board may designate an employee of its choice who accepts to fill the position temporarily; if no employee accepts, the board may designate the employee who is capable of filling the position and who has the least seniority, with the exception of an employee mentioned in the preceding subparagraph d); this assignment must not have the effect of having the employee simultaneously filling two (2) positions;
  - f) failing this, the board may hire a temporary employee:
    - i) the board shall proceed according to the priority of employment provided for in clause 7-1.22 to 7-1.28 of the Collective Agreement (S4).
    - ii) in other cases, it may, at its choosing, hire a temporary employee.

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## ANNEX B

### Engagement of Bus Drivers

1. All applicants for the position of spare or regular bus driver must provide the following information:
  - a completed application form including three character references;
  - a medical report attesting to the applicants state of health;
  - a copy of the driving permit - Class II
  - a copy of the applicant's driving record obtained at the Société d'assurance automobile du Québec;
  - a criminal records check.
2. An interview is held with the Superintendent of Transportation, a school administrator and a member of the Human Resource department.
3. Bus Drivers must have training in the following programs: First Aid \*, Defensive Driving \* and "A Unique Occupation".  
\* these two not obligatory prior to engagement.
4. A driving test is conducted with ETSB personnel from Bus Garage or Transportation Office. All applicants will take the driving test on a full-size school bus with standard transmission.

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## ANNEX C

### Hiring Practices - Teachers

#### 1. Permanent Positions

##### A. Approval

The number of permanent positions is based upon the needs of the schools / centres and the entitlement of the system as defined by the student population, MEQ Ratios and Provincial Entente clauses (e.g. Maximum Class Size, teaching Average, etc.). Consequently if a vacancy occurs, prior to filling the vacancy, approval must be received from the Director of Human Resources if a new regular contract is to be issued.

##### B. Qualifications

Vacant positions can only be filled by a person who is recognized as being legally qualified by the MEQ [i.e. has a teaching permit or Brevet or a Provisional Teaching Authorisation (P.T.A.)]

##### C. Sequence for Filling Vacancies

###### Step 1

Prior to any new hiring, first consideration must be given to the placement of excess and surplus teachers at the Board level.

Permanent positions still available after the above groups have been considered are then filled as follows:

###### Step 2

Qualified Surplus Teachers referred by the Relocation Bureau.

###### Step 3

Non-reengaged teachers.

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#### **Step 4**

Teachers on the Priority of Engagement [with two (2) years of seniority] or recall list.

#### **Step 5**

New candidates may now be considered.

### **C. Application / Interview**

1. All candidates must complete the standardized application form. In addition they must provide the following documentation.
  - Educational History - (transcripts)
  - Copy of Teaching Diploma
  - Three (3) references
  - Copy of evaluation of Teaching Stages Field Experiences and/or
  - Evaluations from the last school at which applicant taught
  - Criminal Record Check.
2. Only when an applicant has completed the above in full will he/she be deemed to have an active file.
3. Candidates with active files will be requested to come for interviews as the need arises throughout the course of the year.
4. Interviews will be held periodically during the school year, according to the needs of the system.

### **D. Selection**

Suitable candidates will be screened by interview teams composed of members of the Human Resources Department, and in-school administrators.

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**2. Part-Time Positions**

The filling of a part-time position (e.g. Replacement, part-time or hourly paid) is the same as for permanent positions except for the following:

- It is not necessary to go through the Provincial Relocation Bureau for clearance.
- Candidates from the Priority of Employment or Recall Lists must be considered first based on seniority / qualifications.

**3. Substitute / Supply Teachers**

In order to qualify to be on the list of supply teachers the candidate must either be legally qualified or have a minimum of a Bachelors' degree. Prior to working in a school the candidate must provide a criminal record check. Supply teachers will be called in the following order of priority:

1. Legally qualified teachers (Brevet, Permit);
2. Candidate with a first cycle University Degree

In exceptional circumstances other candidates may be considered

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## ANNEX D

### Hiring Practices - Professionals

#### 1. Permanent Positions

##### A. Approval

The number of positions must be approved through the Boards budgetary process.

##### B. Sequence for Filling Vacancies

- Assign a professional on availability if qualified;
- Vacancies are posted system wide for a period of 10 days for qualified internal applicants;
- Offer a position to a part-time regular professional either in the service of the Board or who has been non re-engaged due to surplus during the two years prior to the posting and who has accumulated 104 complete weeks of continuous service.
- Through the relocation bureau offer the position to a professional on availability from another Board.
- Carry out a recall among non re-engaged professionals.
- Offer to a supernumerary professional who accumulated 18 months service with the Board during the past 36 months.
- If no candidates are found internally the positions are advertised externally.

##### C. Application / Interview

- Applications are screened to ensure the minimum qualification requirements are met.
- Applicants must provide a criminal record check.
- The interview team is composed of representatives from the Human Resources Department.
- A structured interview is conducted, with the same or similar questions being asked of each candidate.

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**D. Selection**

- The final selection is made by the interview team composed of a member of the Human Resources Department, a Director of Service or his/her delegate and an in-school / centre administrator.

2. **Substitute or Supernumerary Positions**

A priority of employment list shall be updated on July 1<sup>st</sup>, every year. Eligibility to be on the list - must have worked as a substitute or supernumerary professional at least 6 months within the 12 preceding months. Must not hold a regular professional position and must be chosen by the Board to be on the list.

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# EXAMPLES OF JOB POSTINGS

# 7

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**EXAMPLES OF ADVERTISEMENTS**

**8**