



2017-12-14

No. BOG-HR-00

**Title:** HUMAN RESOURCE MANAGEMENT POLICY

**CLASSIFICATION:**

HUMAN RESOURCES

**FIRST ADOPTED:**

March 2004 (396.6.7)

### **Preamble**

The College, as articulated in its Mission Statement, is “aware of its responsibility to contribute to the intellectual, economic and social development of our society”. Further, the College’s Mission, in part, is “to value the ethnic and cultural diversity of our College ... to maintain standards of academic excellence essential to our students’ future success ... to affirm that the College, as a community, requires the participation and representation of ... students, staff and faculty ... in its governance ... to continue to develop innovative and flexible educational approaches to serve the needs of our students ... (and) to develop the role of the College as a community resource and as a centre for life-long learning.”

This policy translates the principles and values of the Mission Statement into meaningful actions related to human resource management. The Policy is informed by the following:

- the responsibility of the College to contribute to the intellectual, economic and social development of our society, to develop its role as a community resource and as a centre for life-long learning and to exercise this responsibility both through the education the College provides students as well as through the provision of developmental opportunities for employees;
- the responsibility of all employees to understand how they contribute to the Mission of the College in the context of their job;
- the valuing of the ethnic and cultural diversity of our College and its effect on both the learning environment for students and the workplace climate for employees;
- the recognition that both workplace climate and learning environment are heavily dependent on the attitudes and behaviours of all employees;
- the recognition that the maintenance of standards of academic excellence essential to students’ future success and the ability to develop innovative and flexible educational approaches to serve the needs of students are inextricably linked to the capacity of all employees to remain current and to have opportunities to develop their knowledge and skills;
- the recognition that active participation in the Dawson Community contributes to a healthy workplace climate;
- the responsibility of all employees to remain up-to-date in their field and profession and to strive for excellence in the accomplishment of their work.

The purpose of this policy is to provide an institutional framework for the management of human resources and to make explicit the College’s expectations not just of its managers but of all its employees.

## **Article 1 Objectives**

The general objectives of this policy are:

- to influence attitudes, behaviours, approaches and styles of personal interaction between individuals and groups in order to enhance the contributions of all employees to the College's Mission;
- to clarify how the management of human resources helps maintain a high quality of services provided by the College.

The specific objectives of this policy are:

- to outline the principles of human resource management that will allow managers to fulfil the role the College expects of them;
- to express the College's expectations of all individuals that it employs.

## **Article 2 The Guiding Principles of Effective Human Resource Management**

The ultimate goal of effective human resource management is the accomplishment of the College's Mission of which the essential element is to offer quality education to our students.

Effective human resource management promotes the accountability of each employee and encourages collaboration and cooperation within and among departments and services.

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

The management of interpersonal relations and working conditions is an integral part of the effective management of human resources.

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.

Effective human resource management gives recognition to the importance of workplace satisfaction of employees.

Effective human resource management acknowledges the respect and consideration that are due all employees by virtue of their qualities as individuals in addition to their contributions to the College's Mission.

The development and implementation of human resource policies and procedures involves the collaboration of employees, their collective representatives and the management of the College.

### **Article 3      The College's Expectations of its Management**

Managers serve a specific role, enshrined in law, as representatives of the College: the day-to-day face of the College for its employees. Fundamental to the implementation and actualization of this policy is the leadership of the managers and the guidance and support they provide to all employees. It is the expectation of the College that managers respect the principles outlined in Article 2 in their day-to-day management of employees. More specifically, within their areas of responsibility, managers:

- make certain 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;
- provide employees with the opportunity to discuss the quality of their contributions by means of a regular performance evaluation;
- seek out opportunities for public or private recognition of employees' contributions to the accomplishment of the College's Mission;
- 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 healthy workplace environment that supports a good quality of work 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.

### **Article 4      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 managers, are expected to:

- strive for quality and effectiveness in the accomplishment of their duties;
- seek out and gain a thorough understanding of the information required to perform their duties;
- maintain or develop the competencies required to accomplish their duties;
- exhibit respect, civility, integrity and attentiveness 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 the College's governance;
- promote the maintenance of the quality and cleanliness of the physical plant;
- 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.

## **Article 5      Responsibilities for the Application of this Policy**

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

With respect to the application of this policy, the Human Resources Department provides any required assistance to those who manage or supervise employees. To this end, the Human Resources Department oversees the development of policies, procedures and resources required for the implementation of this policy.

All managers are responsible, within their departments or services, for the application of this policy as well as of all related policies and procedures.