



First Nations Adult Education School Council Human Resources Management Policy

April 2016

Updated October 2019

Resolution #2019-10-18

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The School Council recognizes that all staff have all the rights and freedoms outlined in the Human Rights Charter (L.R.Q., c. C-12).as well as the United Nation Declaration on the Rights of Indigenous Peoples.

The School Council commits to respecting, in its actions and its decisions, the rights and liberties of all staff members, without discrimination, exclusion or preference which may constitute discrimination in the sense of the charters mentions above.

The School Council recognizes the rights of Indigenous peoples in the control of their education system. As such, this policy was developed to support the RAECs, located in autonomous Indigenous communities. This policy was developed with the objective of ensuring that key positions in Indigenous organizations, such as the FNAESC, are held by qualified, competent and motivated Indigenous individuals.

1. GENERAL PROVISIONS

1.1 Definitions

Administrative staff	<i>Salaried employees who work in administration or to support the administration of the RAEC or the School Council;</i>
Administrator	<i>A person who holds a position of responsibility such as a supervisor or director;</i>
Appointer	<i>The Band Council of the community, or the organization, that appoints a trustee to the Board;</i>
Benefits	<i>Retirement and health insurance package available to employees who have successfully completed their probation period, as per their contract;</i>
Center	<i>Regional Adult Education Center (see RAEC);</i>
Contract	<i>See Work Agreement;</i>
Contractual Workers	<i>A person who is contracted to perform specific tasks, as per a signed service agreement;</i>
FNAESC	<i>The First Nations Adult Education School Council, the body which includes representatives from the FNHRDCQ, representatives from the host communities where RAECs are situated as well as partners from the education sector and the government (see School Council);</i>
FNHRDCQ	<i>First Nations Human Resources Development Commission of Quebec, which worked to create the School Council, following requests from the communities to meet the needs of First Nations adult learners;</i>
IT	<i>Information Technology;</i>

LFNC	<i>Local First Nation Commission whose representative sits at FNHRDCQ's regional table;</i>
Planned Departure	<i>The departure of an employee that is expected and, likely, communicated well in advance of the employee's departure date.</i>
Professional Development Plan	<i>Documents the goals, required skill and competency development, and objectives an employee will need to acquire in order to support continuous improvement and career development;</i>
RAEC	<i>Regional Adult Education Center (see Center), physically located in a First Nations' community and offering adult education services, as defined in the Basic adult general education regulation (c. I-13.3, r. 9) in the community, in surrounding communities, through the use of technology, or otherwise;</i>
RAEC Operated Classroom	<i>A classroom located outside of the Center where classes are usually offered, but is part of the service offering of the RAEC. This may include a virtual classroom setting;</i>
Regular employee	<i>A full-time or part-time employee who is employed year after year, and whose contract is automatically renewed following a positive evaluation;</i>
Salary	<i>The remuneration paid to an employee member according to the salary scales prescribed that does not include any supplements, premiums or additional salary paid in lieu of benefits, and including all workdays, legal holidays and vacation days;</i>
School Council	<i>The First Nations Adult Education School Council, the body which includes representatives from the FNHRDCQ, representatives from the host communities where RAECs are situated as well as partners from the education sector and the government (see FNAESC);</i>

Service Agreement	<i>A written agreement between the School Council, or one of the RAECs, and a Contractual Worker for the completion of specific tasks;</i>
Staff Member	<i>Any employee, receiving monetary compensation from the School Council on a regular basis, in any category of employment, working at any RAEC or RAEC operated classroom, on a permanent, temporary, full time or part time basis;</i>
Supervisor	<i>A staff member, usually in a management position, who supervises other staff members. In the Centers, the supervisor is generally the Center Director. At the School Council, it is the Executive Director;</i>
Support Staff	<i>Salaried employees who support the teaching staff or who support the RAEC in other ways;</i>
Teacher	<i>Every person employed by the School Council whose occupation is to teach students in accordance with the provisions of the Education Act (R.S.Q., c. I-13.3);</i>
Teacher by the Lesson	<i>A person who provides instruction to students, within the classroom setting, whose contract of engagement specifically determines the number of hours and periods which are remunerated;</i>
Temporary Replacement	<i>Any employee hired to replace a staff member on an extended leave of absence such as illness or maternity leave;</i>
Termination of Employment	<i>The termination of the employment relationship of an employee by either the Center Director, or the Executive Director, during the course of that employment, when the term is for a specified period or for an indeterminate period;</i>
Trust	<i>The governance structure of the FNAESC composed of the trustees responsible for the Trust;</i>
Unplanned Departure	<i>The sudden and unexpected departure of an employee with no notice or less notice than documented in the contract of employment;</i>

Work Agreement	<i>A contract signed by an employee, the Center Director and the Executive Director, which outlines working conditions and expectations;</i>
Year of Service	<i>Any complete 12-month period of full-time or part-time employment within the First Nations Adult Education School Council.</i>

1.2 Objective

This policy manual is designed and approved by the First Nations Adult Education School Council (FNAESC) to ensure that rules and guidelines are in place for all matters regarding the management of teams at the FNAESC and the Regional Adult Education Centers (RAECs). This will ensure consistency, adaptation to local policies, and reasonable treatment for all aspects of the operations in the organization.

1.3 Policy Applications

The tenants of this policy follow the provincial law in Quebec, including the Education Act and the Act Respecting Labour Standards and are based on the working conditions documents established by the Ministry of Education in collaboration with existing unions (QPAT, for example), which are adapted to meet the needs of the School Council. The application of the particular policy clauses in this Management Policy regarding personnel is dependent on the category of employment as follows:

1.3.1 Teachers

Teachers, as defined by the *Education Act (R.S.Q., c. I-13.3)*, are offered annual, renewable teaching contracts, following a positive evaluation. Teachers are paid for 200 days of work over a 12-month period. The provisions for teachers are loosely modeled after the Quebec Teachers' Association collective agreement, but are adapted to the realities at the School Council, as School Council teachers are not unionized.

1.3.2 Teachers by the Lesson

Teachers by the lesson, or Instructors, are remunerated for time spent instructing in the classroom. They are on an annual contract that automatically ends on June 30, if not otherwise specified. Teachers by the lesson may be subject to variable schedules, depending on student needs and registration. Teachers by the lesson are not entitled to any benefits. Training, meetings and other activities are remunerated at a rate of 2:1, i.e. at 50% of the hourly rate, unless otherwise specified in an Instructor's contract.

1.3.3 Administrative Staff

Administrative staff includes Center Directors, Financial Directors, Receptionists, Administrative Assistants, Information Technology (IT) Specialists, Maintenance Staff and Clerks. They are offered annual, renewable contracts. They work, and are remunerated for, 52 weeks of work annually. They are entitled to sick days, paid statutory holidays, vacation days and the full package of benefits following a successful probation period.

1.3.4 Support Staff

Support staff includes Counselors, Specialists, Teacher's Assistants, and any other staff member who offers support to students, teachers or the RAEC. They are offered annual, renewable contracts. They work, and are remunerated for, 52 weeks of work annually. They are entitled to sick days, paid statutory holidays, vacation days and the full package of benefits following a successful probation period.

1.3.5 Contractual Workers

Contractual workers, through a service agreement, are contracted to perform specific tasks. These workers are not eligible for any benefits and are paid for invoices submitted, as per the terms of their service agreement. All honoraria paid to Contractual Workers must be approved by a resolution of the School Council, as per the Financial Management Policy.

2. GENERAL CONDITIONS OF WORK

All staff, employees and contractual workers are expected to comply with the rules and regulations of the First Nations Adult Education School Council and the First Nations Regional Adult Education Centers including the applicable policies, code of ethics and confidentiality expectations.

All staff, employees and contractual workers are expected to act diligently, and with integrity and honesty in the accomplishment of all tasks and functions, as well as in fulfilling all responsibilities, in accordance with the instructions and guidelines given by the employer or the employer's representative.

The general work conditions established below are guidelines. An individual's contract specifies any arrangements or special circumstances which differ from the information contained below. For example, an administrator with over 5 years of seniority, would benefit from an additional week of vacation; a specification which would be clearly indicated in an annex to the individual's contract.

2.1 Hours of Work

2.1.1 Teachers

Teachers with a 100% task assignment are required to be present, on location at the RAEC, or a RAEC operated classroom to which they are assigned, unless otherwise specified by management, for thirty (32) hours of presence time per week for the 200 days they work in a 52-week period. The average breakdown of weekly working hours is as follows:

Twenty-seven (27) hours are dedicated to teaching, pedagogical follow-up and complementary tasks other than workload. The Center Director may assign tasks that are generally related to routine procedures and to teaching in the Center. The remaining five (5) hours per week are for work related to teaching that is planned and determined by the teacher. It includes credit for forty (40) hours per year (one (1) hour per week) for attending after-work meetings called by the Center Director.

The number of teaching hours is prorated to the task assignment. For example, a teacher with a 75% task assignment is required to be present 24 hours per week and devote 20.25 hours to teaching and teaching related tasks with the remaining 3.75 hours to devote to related work and staff meetings.

2.1.2 Teachers by the Lesson

Teachers by the lesson are remunerated only for time spent instructing in the classroom. The number of hours is determined by the Center Director and based on the needs of the Center in a given semester. Remuneration for non-teaching tasks is paid at a ratio of two hours non-teaching for one hour of compensation at the teaching rate. All non-teaching hours must be pre-approved by the Center Director.

2.1.3 Administrative Staff

2.1.3.1 Center Directors

Center Directors are salaried employees who are required to work, as the job requires. In general, Center Directors are required to be present during the opening hours of a RAEC. Occasionally, meetings may require a Center Director to be away from the RAEC. A Center Director is expected to arrange his or her schedule to meet the needs of the role of Director.

2.1.3.2 Other Administrative Staff

The normal working hours for full time Administrative Staff are seven (7) hours per day, Monday through Friday, for thirty-five (35) hours of paid work per week.

2.1.4 Support Staff

The normal working hours for full time Support Staff are seven (7) hours per day, Monday through Friday, for thirty-five (35) hours of paid work per week.

2.1.5 Scheduled Breaks

In the course of a regular working day, administrative staff and support shall be permitted to take two optional fifteen-minute scheduled breaks within the working premises, one in the morning and one in the afternoon. In addition, an hour, unpaid, shall be permitted for lunch.

Teachers are encouraged to take breaks during students' scheduled breaks.

2.2 Temporary Shutdown

When the RAEC must close due to a temporary power failure, weather conditions, flooding or a serious maintenance problem, and the employees have not been asked to report to work in another facility, the employees will be given pay for these hours.

If there is no advance notice of closing given to employees, it is understood that the leave is only paid to those employees who report for work at the start of the work day. Those who have called in sick or are absent for that day will be considered to be using a sick/personal or a vacation day.

2.3 Overtime

Overtime is not payable to the employees of the School Council. In special circumstances, overtime hours may be accumulated by support staff and administrative staff, upon prior approval by the Center Director, and taken as paid leave at a later date, also upon approval by the Center Director. These hours must be tracked internally by the Center Director. There is no overtime compensation for Center Directors.

Overtime Summary Table

From the 36 th to the 40 th hour	Basic salary
From the 41 st hour onwards	Time-and-a-half (1 ½)
Saturdays and Sundays	Time-and-a-half (1 ½)
Statutory holidays	Double time

2.3.1 Definition

Overtime is time worked in excess of seven (7) hours per day, time worked on a 6th or 7th working day during a working week, or time worked in excess of thirty-five (35) hours per week.

The administrative and support staff member who is occasionally required to delay his or her normal mealtime to perform an urgent task is not considered to be working overtime.

Where the administrative and support staff member wishes to complete a task after the end of the working day, the additional time worked is not considered to be overtime.

A request to work overtime beyond the normal working day or normal working week must be approved, in writing, by the appropriate Director.

2.3.2 Calculating Overtime

Overtime authorized by a supervisor is compensated by equivalent time off.

Overtime must be recovered within the period approved by the appropriate supervisor.

Additional work to be carried out as overtime is divided as fairly as possible among the regular employees who have requested it.

2.3.3 Weekend Work

Administrative staff and support staff members who are required by their mandates to travel, attend meetings or perform activities during weekends are entitled to an equivalent amount of time off, plus 50%, for every hour worked during the weekend.

Activities taking place on weekends must be approved by the appropriate Director.

Employees who are asked to work on statutory holidays are entitled to equivalent time off plus 100% (double time) for every hour worked.

2.4 Absence/Lateness

2.4.1 Absence

An employee is obliged to inform the Center Director of his or her absence according to the procedures that have been established for the local RAEC. A medical certificate is required for any employee who is absent for more than three (3) consecutive days.

2.4.2 Lateness

An employee who, due to unforeseen circumstances, is going to be late for work must notify the administration within forty-five minutes of the starting time, according to the procedures that have been established for the local RAEC. The employee must provide an indication of when they expect to arrive at work.

2.5 Timesheets

All employees must use time sheets to record their hours of daily work. The Center Director may choose to use an attendance log instead of a time sheet for permanent employees such as teachers. The time sheets will reflect the previous two week's work hours, and must reflect a breakdown of the employee's paid time, including worked hours, vacations and all other leaves that have been used.

The time sheet must be completed and signed by the employee, approved by the concerned supervisor if applicable, and regularly submitted to the RAEC Director according to an established date and time.

One master time sheet will be submitted electronically to the School Council on a bi-weekly basis, as per the established guidelines for payroll processing (see Annex 2). The master time sheet must include a summary of hours worked for each of the RAEC's staff members; including sick, vacation and other leave, and must have the Center Director's signature.

Failure to submit a time sheet or not submitting it within the required deadlines will result in a delay of the payment of wages for these hours until the next pay period.

2.6 Code of Conduct

All staff members, as well as contractual workers are required to sign and abide by the School Council's Code of Ethics.

2.6.1 Workplace Environment

To provide a safe and harmonious workplace environment, courtesy and respect is expected at all times during work hours towards students, fellow workers and supervisors. Any employee wishing to voice an opinion or disagreement is expected to do so in private in a constructive manner using the proper channels. All staff members are expected to abide by the Civility Policy established by the School Council. In the same manner, it is expected that students will show respect and politeness at all times to all of the Regional Center employees. Each RAEC must develop internal procedures to address situations which arise with students.

2.6.2 Dress Code

Employees are asked to dress appropriately for work at the Centers. Jeans and casual clothes are considered suitable; employees are cautioned to select clothing that is appropriate (i.e. not revealing and devoid of foul language and racist or sexist remarks) for an academic environment.

2.6.3 Student-Staff Relationships

All staff members are expected to behave professionally at all times. In addition, staff members are expected to follow the established Code of Ethics, Civility Policy as well as professional ethics as determined by the professional order to which a staff member belongs. Establishing professional relationships with students is necessary and encouraged. However, the School Council does not encourage romantic relationships between staff members and students, though students at the Centers are adults.

2.6.4 Social Media

Social Media includes all forms of electronic communication through which users create online communities to share information, ideas, personal messages and other content (as defined by Merriam-Webster Dictionary). These include but are not limited to: Facebook, Twitter, LinkedIn, Instagram, Pinterest and Snapchat.

All staff members should be conscious of the image they portray of themselves on social media. Employees will be held accountable for what they write, share or post on social media or internet pages. Inflammatory comments (ie: racist or sexist comments, bullying or degrading or any comments deemed contrary to the School Council's philosophy and mission or that of the Centers) unprofessional remarks or disparaging remarks made about the organization, its governance, community, employees, clients, stakeholders or funders may result in disciplinary action, up to and including termination.

2.7 Reporting Authority

All employees report to their respective Center Director as the direct line of authority, unless otherwise specified in their contract. Employees will use the appropriate channels, as established in the School Council's policies, for communication, appeals or requests. All staff members are expected to follow the established policies, guidelines

and procedures in all matters, and to conduct themselves accordingly. Failing to do so may be regarded as insubordinate behavior and may result in disciplinary action.

2.8 Workshops and In-Service Training

Sometimes workshops or in-service training are scheduled on pedagogical days. Teaching, administrative and /or support staff are required to participate in workshops and in-service training that has been scheduled for them by the Center administration. Please refer to section 2.1 for information regarding remuneration for teaching staff, including teachers by the lesson, for workshops or training sessions.

2.9 School Year

A school year begins on July 1 and ends on the following June 30. The Center Director of each RAEC shall distribute the days (totaling a minimum of 900 hours) on a school calendar after consultation with the employees. However, a minimum period of two weeks' vacation usually occurs between July 1 and August 30 of the same school year.

2.10 Student Records

The teaching staff is required to maintain accurate records of student attendance and student assessments, that must be submitted within a reasonable amount of time, as per the Center's internal procedures. These records, sensitive documents and exams are forwarded to the administration, for proper storage, according to established procedures, in accordance with ministerial guidelines. The recording and transmission of these records to the Ministry of Education (MEESR) is the responsibility of the Center Director who will mandate an employee to take on these duties as part of their work.

2.11 Office Procedures

2.11.1 Use of Equipment

The use of office equipment such as the computers, printers, photocopier, fax and telephones must be handled in a cautious and productive manner, with respect to the value of the equipment being handled.

Employees are not permitted to use office equipment for personal use. Computers are not to be used for accessing social networks for private use, or for playing games. To do so will result in disciplinary action and/or a loss of pay.

2.11.2 Use of Materials

Office supplies and other materials are to be used in a cost efficient manner. It is not permitted to remove materials or technical references from the RAEC without the express permission of the RAEC Director.

Equipment may be loaned out as per section 8.5 of the Financial Management Policy:

8.5 Loan of Office Equipment to Employees

The School Council or the Centers may loan equipment to employees out of job necessity.

Any and all loans of equipment must go through the Financial Clerk at the Center in question. An agreement must be completed and signed before taking any equipment off the premises, as well, the equipment is to be inspected upon return and the agreement signed a second time in order to close the file.

Center Directors have a responsibility to advise the Financial Clerk when a new employee is hired and equipment is loaned so an agreement can go on file. They also have the responsibility to advise when an employee's contract has ended and the equipment is returned.

Also, equipment must be returned to the School Council upon an employee going on any type of long-term leave from their job (i.e. long-term sick leave).

All equipment loaned to employees must be returned to the School Council immediately upon the announcement of an extended leave (paid, unpaid, sick/personal or otherwise), or when the employee resigns or is dismissed.

2.11.3 Locking Up

Employees are requested to ensure that files and other important materials are safely locked away before leaving the offices. Any employee who is working late should also ensure that the office is locked up before leaving.

2.11.4 Keys

Employees entrusted with keys are not permitted to lend or give the keys to anyone else without the authorization of the RAEC Director. To do so could result in disciplinary action. In addition, employees are not to open the RAEC on evenings, weekends, holidays or Center closures, unless authorized, in writing, to do so by the Center Director or the Executive Director.

No employee has the right to change locks for any doors, files, cabinets or cupboards without the permission of the Director.

The RAEC Director is considered to be the custodian of all student records. As such, the Center Director will hold a copy of all keys for all files that hold student records and assessments.

2.12 Personnel Records

2.12.1 Personnel Files

A copy of personnel files will be maintained by the Executive Director, at the School Council, for all employees working for the School Council including employees at each of the RAECs. The original documents must be kept at the Center at which the employee works. These files can only be accessed by the Executive Director, the respective RAEC Director and the employee, all according to procedures established in other sections of this policy.

2.12.2 Personnel Records

Each personnel file will contain a Document Checklist that will be used to list each type of document in the file, the date of reception of the document and any relevant notes.

These files will include, among others, such documents as the original job posting, the employee's current job description, CV, certificates, signed code of ethics, hiring form and work contract, list of training/workshops attended, performance evaluation reports and letters of reprimand, and any professional registrations.

2.12.3 Access

Employees have the right to access their personnel file in the presence of the Executive Director or his or her RAEC Director. In addition, employees have the right to copies of any of the contents of their personnel files.

2.12.4 Confidentiality

All employee personnel files and their contents are considered to be confidential, and access to these files is privileged under the terms of this policy. Any employee who breaches such confidentiality without express authorization is subject to immediate dismissal.

2.13 Workplace Safety

2.13.1 Workplace Health and Safety

Any employee member with an issue regarding health and safety should refer the matter in writing to the RAEC Director.

2.13.2 Intent to do Harm

There is a zero tolerance for any explicit or implicit expression of intent to do harm, or any inappropriate communication on the premises of any of the Regional Adult Education Centers. Nevertheless, there may be crisis situations in which employees must intervene. To this end, employees will intervene in a way that positively

influences the resolution of the immediate crisis. Internal procedures should be developed to allow staff to address situations which may arise with students.

2.13.3 Incident Reports

Incident Reports are internal Center documents and the RAEC Director will determine with the employees the circumstances in which an Incident Report must be filed. An incident report must be written up as soon as possible following a situation. The Incident Report must be given to the RAEC Director or Administrative Assistant. If an incident involves staff members, a copy of the Incident Report will be given to the Executive Director and filed in the personnel file.

2.13.4 Fire Safety

There should be a regular inspection of each of the Center's facilities conducted by a federal fire inspector, or the local fire service, to ensure that the building remains in conformity with federal fire codes. A fire drill should be practiced at least once a year during regular hours so that the employee can practice following the appropriate procedures with students present.

2.13.5 First Aid

All employees must have basic training in First Aid and CPR so that they can be of assistance in any type of emergency. It is also mandatory for all employees to take a refresher course in CPR every year. Employees who are not certified must commit to beginning a process to become certified as per the training offered by the management of the RAEC. In addition, it is mandatory for all employees to keep their certification up-to-date.

3. LEAVE OF ABSENCE

3.1 Statutory Holidays

3.1.1 Entitlement

The paid and authorized annual statutory holidays for teachers, administrative staff and support staff at the First Nations Regional Adult Education Centers are:

- New Year's Eve
- New Year's Day
- January 2
- Good Friday
- Easter Monday
- Victoria Day
- Aboriginal Day, June 21
- St. Jean Baptiste, June 24
- Canada Day/Family Day
- Labor Day
- Thanksgiving Day
- Christmas Day
- Boxing Day

A Statutory Holiday is applicable only if it falls within the employee's regular workweek. Part-time employees will be granted a holiday with pay according to their usual week schedule and work hours.

Local Statutory Holidays may also be observed, if authorized by the Center Director. An employee who requests up to five consecutive days off to observe a cultural holiday must be granted his or her request, without consequence, by the Center Director. This leave may be unpaid should the employee no longer have a bank of sick/personal time from which to draw.

All Statutory Holidays must be indicated in the appropriate column on the bi-weekly master time sheet submitted to the Executive Director.

3.1.2 Restrictions

To be entitled to a paid statutory holiday, staff members must not be absent from work without prior authorization or without valid cause on the day preceding, or on the day following, a statutory holiday. An example of prior authorization would be an employee who is on vacation or another pre-approved leave.

However, if the reason she or he did not work at least fifteen (15) days during the month is because of the terms and conditions of their employment, then the Employee receives as holiday pay 1/20th of the wages earned during those thirty (30) days. (The 1/20th is based on the presence of 20 work days a month).

Employees who do not work 35 hours per week are entitled to the equivalent of 1/20 of the hours worked in the 4 weeks leading to the statutory holiday in time off the week of the statutory holiday, the details of which are to be negotiated with the supervisor.

3.1.3 Holiday on Non-Working Day

Unless otherwise decided by the School Council, if the holiday falls on a Saturday, which is a non-working day for the employee, then he or she is entitled to a holiday with pay on the Friday immediately preceding the official holiday. Likewise, if the holiday falls on a Sunday, which is a non-working day for the employee, then he or she is entitled to a holiday with pay on the Monday immediately following the official holiday.

3.2 Leave of Absence without Pay

3.2.1 Leave of Absence for Regular Employees

Teachers, administrative or support staff requesting a Leave of Absence without pay must submit a written request to the RAEC Director at least two weeks in advance. A Leave of Absence may or may not be granted at the discretion of the RAEC Director.

An employee who is granted a Leave of Absence is required to provide written notification of a return to work thirty days in advance of returning to work.

In the case of the RAEC Director, a request for a leave of absence would be submitted to the Executive Director of the School Council.

3.2.2 Leave of Absence Benefits

All administrative or support staff who are granted a Leave of Absence without pay will accumulate vacation benefits only for the period during the twelve (12) consecutive months that she or he works, e.g.: If an Employee is entitled to fifteen (15) working days' vacation for working 12 consecutive months, but that Employee has taken six (6) months Leave of Absence, that Employee will be entitled only to 7-1/2 paid vacation days.

3.2.3 Contributions

The Employer's contributions towards Employment Insurance and other benefits will be suspended during the period of Leave of Absence without Pay, unless otherwise required by law, or unless otherwise specified in said programs or plans, provided that any such arrangements are made in advance of the Leave of Absence.

Contributions to medical benefits will continue, upon receipt of a written request from the employee. Upon an employee's return to work, accumulated amounts for medical benefits paid on behalf of the employee will be reimbursed to the School Council. Reimbursements will be deducted by payroll services.

3.2.4 Leaves for Temporary Employees

Temporary employees who wish to request a leave without pay must present a written request to the Center Director. The leave may be granted or not, as this is at the Center Director's discretion.

3.3 Vacation

3.3.1 Teachers

Teachers are not entitled to vacation time. A teacher's annual contract, paid over 52 weeks, is for 200 days of work. A teacher who opts to take an unpaid leave for a vacation between August 31 and June 30 will be deducted the prorated amount from their 200 days of work.

3.3.2 Teachers by the Lesson

Teachers by the lesson are not entitled to a paid vacation. Teachers by the lesson are paid a 4% vacation pay with each pay as compensation.

3.3.3 Administrative Staff and Support Staff

Administrative and support staff are entitled to ten (10) paid vacation days each year. This is prorated for part time employees. Vacations must be approved by the appropriate supervisor and are generally taken between June 30 and August 15. Administrative and support staff understand that 4% vacation pay is used to compensate for time off during Christmas (for the days that are not statutory holidays) and March break. As this is the case, employees do not receive additional monetary compensation for vacation. Specifically, an employee who is paid for Christmas and March break would not receive a 4% vacation pay at the end of his or her contract.

3.3.3.1 Number of Weeks of Paid Vacation Leave

The number of weeks of paid vacation, for full time employees, is based on seniority, unless otherwise stipulated in one's contract, and is as follows:

- 1-36 months of service: Maximum of ten (10) working days
- 37-60 months of service: Maximum of fifteen (15) working days
- 61-120 months of service: Maximum of twenty (20) working days
- 121 months or more: Maximum of twenty-five (25) working days

3.3.3.2 Vacation Leave Request and Approval

Summer vacation leave should be requested, to the appropriate supervisor, before the end of May to facilitate the management of human resources during the months of July and August.

Vacation leave for the RAEC Director is stipulated as part of his or her contract, and is taken during the months of July and August, unless otherwise approved by the Executive Director.

It should be noted that sick/personal days cannot be used for vacation leave. This clause applies to all employees as these are provided to the employee for sickness or to attend to personal or family matters. They cannot be considered as vacation.

Additional, unpaid time off may be requested and is subject to approval by management.

3.3.4 Contractual Workers

Contractual workers are not entitled to vacation pay.

3.3.5 Vacation Pay

An employee is usually entitled to two full weeks of vacation after one year of continuous employment. To be entitled to the entire vacation pay, or 4% of one's annual salary, an employee must have accumulated one year of work during which 0.833 days of vacation are accumulated each month for the first twelve months (based on a 35-hour work week).

Any employee who resigns or whose contract is terminated before the end of one year of work will receive the accumulated vacation pay, representing 4% of the salary disbursed to date, as well as the last pay.

3.3.6 No Vacation Carryover

Vacation Leave time must be used up within the year in which the vacation is earned. No carry-over is permitted and no monetary compensation is available for unused vacation time, except in the case of illness or accident, family or parental reasons.

3.3.7 Substitute Day for a Holiday

When a statutory holiday falls during an employee's vacation, and if the employee is entitled to that day, then a substitute day may be taken at a time agreed upon with appropriate supervisor, which can include the extension of the vacation period by one day.

3.4 Sick Leave/Personal (S/P)

An employee shall be granted sick/personal leave with pay when he or she is unable to perform duties because of illness, injury, family commitments or personal circumstances, as per the tenants of this section.

Sick/personal days have no monetary value and cannot be carried over from one academic year to another.

In the case of planned absence, it is the employee's responsibility to finding a replacement if an event or meeting is planned. Once a replacement is found, the Center Director is informed of the change.

All employees are required to present their supervisor with a doctor's note following three (3) consecutive S/P days. Failure to do so may result in deductions on the following pay.

An employee who is entitled to short term disability leave may apply for such a leave following a doctor's recommendation. Upon presentation of the doctor's note, the employee may use the balance of his or her S/P days while waiting the mandatory two-week period before short term disability pay begins.

If the sick leave is for a period longer than the employee's balance of sick/personal days, then the employee may apply vacation days for the period of the absence. However, failing this, any overpayment of wages will be adjusted for employees who exceed their sick/personal leave entitlement.

Consultants or part time temporary employees will make up time to complete the number of weekly hours outlined in their contract. It is understood that these individuals are evaluated on their results. As such, there is a certain level of flexibility in weekly schedules. Any abuse of the flexibility offered is subject to disciplinary action.

Employees unable to report to work, or who plan on arriving late for any reason, are asked to call their supervisor as soon as possible to let him or her know. If an employee cannot reach his or her supervisor, the employee must inform the Executive Director.

When an employee is absent from work for five consecutive days without notification, the organization will make reasonable efforts to determine the reason for the absence by calling, emailing and sending a letter to the employee's home. If no response is received, it is assumed that the employee has voluntarily terminated his or her employment contract as of the last day worked. A record of employment will then be issued.

All S/P days must be clearly indicated in the appropriate column of an employee's time sheet.

3.4.1 S/P Entitlement

3.4.1.1 Teachers

Teachers are entitled to a maximum of 6 paid S/P days per academic year. This is prorated based on a teacher's task assignment.

3.4.1.2 Teachers by the Lesson

Teachers by the lesson are not entitled to any paid S/P days.

3.4.1.3 Administrative Staff and Support Staff

Administrative and support staff are entitled to 10 S/P days per year, unless otherwise stipulated in their contract. This is prorated for part time employees.

3.4.1.4 Contractual Workers

Contractual workers are not entitled to any S/P days.

3.4.2 Medical Note

A doctor's note may be required when an employee takes three (3) S/P days in a row. The medical note must be attached to the time sheet before being submitted to the RAEC Director for approval.

If a medical leave is longer than the available S/P days, an employee may use vacation days, if available. However, all overpayments will be adjusted in the case of employees who exceed their balances S/P leave.

3.4.3 Limitations

Unless there are unforeseen circumstances, sick/personal days may not be added to holidays. S/P days cannot be used for vacation leave. Any exception must be requested to the RAEC Director who will refer the matter to the School Council for a decision.

3.5 Extended Sick Leave

If a physician requires that an employee be absent for an extended period of time, the employee may request to use his remaining sick days before going on disability under the group insurance plan.

An employee returning from an extended sick leave must give the RAEC Director at least 30 days' notice of the impending return so that the Director may give adequate notice to the replacement employee. An employee who will not be returning to work on the due date must provide 15 days' notice to the Director.

3.6 Bereavement Leave

3.6.1 Entitlement

Teachers, administrative and support staff shall be entitled to 5 days bereavement leave with pay, for the work days immediately following the day of the death of an immediate family member.

3.6.2 Immediate Family Members

Immediate family members are: parents or parents-in-law, spouse, brothers, sisters, grandparents, and children of the employee; or a primary caregiver.

3.6.3 Extended Family and Close Friends

Up to three days paid leave will be granted for employees to attend the funeral of other family members.

For the loss of a close friend or a co-worker, employees are entitled to one day with pay, if approved by the Director. The RAEC Director may require a paper from the funeral home, or a copy of the announcement in the newspaper for out-of-town services.

3.7 Maternity or Paternity Leave

3.7.1 Conditions

An Employee who becomes pregnant or is nursing is entitled to leave without pay in accordance with the Quebec Parental Insurance Plan. The conditions for maternity leave (and adoption leave) are those as currently stipulated under the Quebec Parental Insurance Plan.

The employee is requested to refer to the Center Director for further information. The Employer's contributions towards Employment Insurance and other programs will be suspended during the period of Maternity Leave or Adoption Leave, unless otherwise required by law, or unless otherwise specified in said programs or plans, provided that any such arrangements are made in advance of the Maternity/Adoption Leave.

3.8 Marriage Leave

An employee may be absent from work for one day with pay for Marriage Leave. If an employee's wedding day falls on a working day, the leave will be taken on the wedding day. Should the employee's wedding day not fall on a working day, he or she is granted one day leave, with pay, on the working day immediately before or after their wedding day.

An employee may also be absent from work, without pay, on the wedding day of one of his or her family members.

3.9 Court Leave

Leave with pay shall be given for absences required for jury duty, or to serve as a witness, by reason of being served with a subpoena or being otherwise compelled to appear by a duly authorized body. A photocopy of the subpoena must be submitted by the employee to the RAEC Director to be kept in the employee's personnel file.

Any indemnity paid to the employee resulting from the above will be deducted from his or her salary.

3.10 Voting Leave

Employees who are eligible to vote in their own communities or in federal or provincial elections will be allowed sufficient time to vote according to governmental regulations.

3.11 Compassionate Care Leave

Caregivers play a vital role in our communities. Caregivers may request time off, without pay, to care for their loved ones or friends. An employee who wishes to request special leave must provide a letter from a qualified medical practitioner who is a member of a professional order.

Employees may request a leave of up to 16 weeks over a period of 12 months to care for a loved one or friend; and up to 36 weeks for a minor child with a serious illness or who has suffered an accident. This leave is unpaid and allows an employee to return to their position without penalty. The leave may be extended up to 27 weeks in the case of a loved one with a terminal illness and up to 104 weeks in the case of a minor child. In the latter case, a medical certificate is required. This leave also applies to caregivers, as defined above.

3.12 Sabbatical Leave

A regular employee may, after three years of service, request a leave of absence for a sabbatical without pay to the RAEC Director, or in the case of the RAEC Director, to the Executive Director. The duration of the absence may be up to a maximum of one full year.

The RAEC Director and the Executive Director would jointly make a decision on the request based on the circumstances, and the workload at the Regional Adult Education Center.

3.13 Other Types of Leave

All other leaves should be discussed with your immediate supervisor.

4. HIRING

4.1 Succession Planning

The First Nations Adult Education School Council is committed to investing in Indigenous peoples' capacity development and provides them with advancement opportunities within the organization. The School Council aims to ensure that Indigenous employees represent the organization, the RAECs and their communities. To this end, School Council has implemented a succession policy that gives hiring preference to Indigenous candidates and strives to cultivate qualified Indigenous leadership from within the organization.

The succession plan is designed to ensure that Indigenous staff members are ready to transition into executive, management and professional positions when they become vacant. The succession plan is used for all hiring within the organization but identifies three target employment categories: Executive Director, RAEC Director and professional positions.

It is understood that any staff involved in succession planning are not guaranteed a position. Succession plans developed with identified staff members represent an opportunity for professional development that will prepare individuals for positions as they become vacant.

Any vacancies must be posted internally and externally simultaneously. Should the position be filled by a qualified staff member internally, then a succession process, as described in the appendix, would begin. This process may also be applied by the Executive Director when an internal staff member applies and obtains the position of Center Director.

The Executive Director and RAEC Director positions respect the general principles related to management positions in educational institutions as well as the policies and salary scales in effect at the FNAESC. Hiring of executive staff is managed exclusively by the Trustees of the School Council.

4.1.1 The Trustees

The Trustees ensure that the organization's mission is upheld and that the organization remains sustainable in the event of the departure of the Executive Director. It is the policy of the Trust to assess the leadership needs of the organization to ensure the selection of qualified Indigenous leadership that is representative of the communities served and a good fit with the organization's mission, vision, values, goals, and objectives.

The Trustees are responsible for adopting a succession policy and the succession plans that emerge from it, as well as allocating the budgets required for implementing professional development plans for employees. The Trustees play an active role in designing the succession plan for the Executive Director and in naming a new Executive Director when the position becomes vacant.

4.1.2 The Executive Director

The Executive Director ensures that a succession policy is developed in collaboration with the Trustees and implements a succession plan for the position of Executive Director. The Executive Director is also responsible

for ensuring a succession plan is in place for the RAEC Director positions and for supporting Center Directors in creating succession plans for professional staff at each RAEC.

4.1.3 Center Directors

Center Directors are responsible for ensuring a succession plan is in place for professionals within their RAECs. Center Directors are instrumental in identifying high-potential candidates within their staff and for linking with community resources to identify new graduates who may fill positions at the RAECs as they become vacant.

4.2 Recruitment of an Executive Director

4.2.1 Indigenous Capacity Development from Within

It is the policy of the Trust, as an educational organization, to develop the capacity of Indigenous employees within the organization. The desired outcomes of the succession planning are to:

- Provide a continuous flow of talented people to meet the School Council's management needs;
- Identify high-potential Indigenous employees within the organization;
- Create candidate profiles. Meet with high-potential Indigenous employees to determine their leadership styles, skills, competencies and career ambitions. Create employee professional development plans aligned with the succession plan;
- Ensure succession plans are aligned with the candidate profiles and the organization's leadership needs. It is imperative that the succession plans systematically develop Indigenous employees that are ready to assume leadership positions as the need arises, whether through unplanned departures to planned retirements. Ensure that the timing of high-potential employees' development leadership needs systematic and long-term development of individuals to replace key job incumbents with qualified Indigenous staff or, as the need arises, due to planned retirements;
- Maintain a list of high-potential employees that could transition into the Executive Director position.

The Trustees and the Executive Director will encourage Indigenous employees to identify those competencies they wish to improve upon, through post-secondary education or professional development, to be eligible for consideration for the Executive Director position. The required competencies are:

- **Interpersonal Skills:** building partnerships, building trust and communication skills;
- **Leadership Skills:** building successful teams, developing others, facilitating change and leading through vision and values;
- **Business and Management Skills:** business acumen, student-focus and strategic decision-making;
- **Attributes Sought:** political acumen, leadership disposition, vision, empathy, listening and dynamism.

In addition to the competencies above, the Executive Director position requires the ability supervise others, coordinate activities, conduct research and development activities, complete administrative activities, writing tasks and maintaining a balanced budget.

An employee who demonstrates an interest in the position and is willing to acquire the competencies they do not currently possess must, with the assistance of the Executive Director, create a professional development plan to identify the necessary steps and timeframe to acquire the missing competencies. The succession and development plans must be approved by the Board.

Note that in the absence of qualified Indigenous candidates, a maximum two-year contract would be given to the candidate who meets the selection criteria. The Executive Director position should be reposted after two years in order to attract new, qualified Indigenous candidates that could eventually transition into the Executive Director position.

4.2.2 Planned Departure of the Executive Director

The planned departure allows for a seamless transition process where the current Executive Director and the Trustees assist with the installation of a new Executive Director. The planned departure process is triggered by the Executive Director. Delegated Trustees and Executive Director will meet annually for the evaluation process and to discuss the Executive Director's professional development. The Executive Director will communicate when a departure is planned during these meetings. The Chairperson will inform the Trust, launching the planned departure procedure.

The Trustees will appoint a Selection Committee within fifteen (15) business days of the Executive Director's resignation. This committee shall be comprised of at least three Trustees. It is the responsibility of this committee to implement the following transition plan:

- Establish a timeframe for the recruitment and selection process, which should also include a transition and mentorship period;
- Review the list of high-potential employees that could transition into the Executive Director position;
- Consider the need for consulting assistance (i.e., transition management or executive search consultant) during the transition period;
- Communicate with appointors the actions taken by the Trustees to implement the executive recruitment search per the succession policy;
- Review the organization's strategic plan and annual plan and conduct a brief assessment of organizational strengths, weaknesses, opportunities, and threats to identify priority dossiers that may need to be addressed during the transition process and to identify attributes and characteristics that are important to consider in the selection of the next leader.

4.2.3 Unplanned Departure of the Executive Director

In the case of an unexpected departure, and to ensure that day-to-day operations are not interrupted while the Trustees recruit a new Executive Director, the Trustees will immediately appoint an interim Executive Director. The Interim Executive Director will ensure that organizational commitments are met, including but not limited to, reports due, contracts, licenses, certifications, memberships, obligations to funders of the School Council, etc.

The Interim Executive Director, and any other interested candidates, are encouraged to submit their candidacy for the Executive Director position to the Selection Committee.

Depending on the internal capacity, the Board may hire a consulting firm to recruit externally, as per the FNAESC's financial management policy. The resources required to implement such a plan are dependent upon the duration for which a consultant is hired to supervise the transition process. It is strongly encouraged that all suppliers are Indigenous organizations.

The cost for management services should not exceed the maximum salary, including benefits, normally allocated to an Executive Director at step 7 on the salary scale in effect at the FNAESC.

4.2 Recruitment of a RAEC Director

Succession planning for RAEC Director position is delegated to the Executive Director and the selection is completed in collaboration with the host community. See Table 2 of Annex 1 for a detailed implementation plans for RAEC Director succession.

4.3 Recruitment for the RAECs

4.3.1 New Position

With the exception of the position of RAEC Director, the coordination of the hiring for the RAECs is the responsibility of the RAEC Director. Succession planning for professional positions is also delegated to the Center Director. See Table 3 of Annex 1 for a detailed implementation plan for professionals within the RAECs succession.

New positions not identified in the approved budget must first be approved by the School Council before the recruitment process is started as detailed below.

Prior to declaring an open position, and applying any of the hiring procedures specified in the following sections of the management policy, the RAEC Director must inform the Executive Director and obtain approval for the following:

- Job description of the position to be opened up;

- Rationale for the need of the position;
- Conditions for hiring, such as salary range, etc.;
- Written confirmation of funding, either by a funding agency or according to approved budgets.

4.3.2 Job Posting

The coordination of all job postings is the responsibility of the RAEC Director who will work in close collaboration with the Executive Director and the community representative of the School Council.

4.3.3 Validation of New Job Posting

For the opening of a new position only, the Executive Director must be provided with a draft of the job for the purpose of validation, prior to its release. Detailed information must be included in the posting prior to its submission, as outlined in section 4.3.1.

4.3.4 Standardization of Job Postings

All postings must be issued on School Council letterhead. The posting will be developed and formatted in a standard way to include the following information:

- The identification of the School Council as the employer;
- The title of the position and an indication of its nature, being either a regular, temporary or contractual position;
- The title of the person under whom the position is supervised;
- A list indicating the main field of activities and general responsibilities under the position, followed by a statement in regards to the availability of a detailed job description;
- A detailed list of comprehensive and measurable pre-requisites;
- The range of salary for the position as per applicable salary scales;
- The starting date will be identified on the posting, taking into consideration all the tasks that are included in the hiring process;
- The probation period must be mentioned;
- A statement in reference to retirement and medical benefits being as per Policies;
- The address and contact name will be identified for the purpose of sending applications;
- A deadline will be identified for candidates to submit their applications. Deadlines will be evaluated according to the level of the position and should be no less than 2 weeks;
- A statement to the effect that all applicants must agree to sign a release form for references and a background check;
- A statement emphasizing that hiring will be done according to the Hiring Policies of the First Nations School Council for Adult Education;
- A statement to the effect that priority will be given to qualified candidates of First Nations ancestry, with first priority given to individuals from within the community.

4.3.5 Response Letters

A written acknowledgement will be given for all applications received. The acknowledgement letter should remain standard and will specify that only those persons selected for an interview will be contacted further, and that all retained CVs will be kept on file for any future positions.

4.4 Screening

Screening is required for all applications received within the posted deadline. Applications received after the deadline will not be considered.

The RAEC Director and a member of the School Council representing the community will do the screening. Only applications reflecting pertinent experience, qualifications and pre-requisites should be retained.

Based on the results of the screening, if no applicant is retained, further advertisement for the position will be needed.

4.5 Hiring Committee

4.5.1 Confidentiality

Members of the Hiring Committee must commit to maintaining the necessary confidentiality and discretion that are required throughout the hiring process. A standardized statement form may be signed to that effect.

4.5.2 Composition of the Hiring Committee

Depending on the position, the RAEC Director may select the Executive Director, individuals from local community partners (such as the LFNC or the Band Council), community representatives on the School Council and staff members to serve on the hiring committee.

The hiring committee or a member of the hiring committee must declare any personal interest or potential conflict of interest. A committee member may ask to withdraw in which case the committee will continue to sit without the member, or identify a replacement member. This situation includes spouses, family relationships, close friendships, neighbours, etc.

4.6 Selection Process

4.6.1 Interview Questionnaire

The RAEC Director, in close collaboration with the Hiring Committee, is responsible to ensure that an interview questionnaire is prepared to objectively evaluate a candidate's knowledge and skills. The Hiring Committee will

be consulted on the specific questions to be included in the questionnaire, which, depending on the position, would normally include:

- Technical questions pertaining to the job;
- General questions pertaining to the program and/or the community;
- Situational questions to evaluate the candidate's relevant abilities and judgment;
- Human resources management questions for positions requiring supervision of staff;
- General questions pertaining to suitability;
- General questions pertaining to leadership, cultural identity, team building and individual responsibility for community building;

4.6.2 Evaluation Tools

The Hiring Committee could use, but is not limited to, the following evaluation tools:

- Score sheet;
- Written scenarios;
- Technical tests;
- Role-playing.

4.6.3 Reference Checks

Reference checks are required for candidate(s) who are retained by the Hiring Committee, based on the results of interviews. The RAEC Director will ensure that a reference check is completed. The reference check should cover the following points:

- Previous employment;
- Criminal record (the candidate will sign an agreement for an inquiry to be made);
- Character reference when required.

4.6.4 Recommendation

Following the interviews, should the most suitable candidate not fully meet the employment requirements, the Hiring Committee may still wish to recommend the hiring, which will be conditional to further training or the completion of prerequisites.

In such a case, the salary will be based on provisions for such a situation as covered under the Remuneration section. The requirements, as recommended by the Hiring Committee, must be met within a predetermined period at the beginning of employment as part of the probationary requirements for the job.

4.7 Approval

Based on the outcome of the interviews and the reference checks, the results of the hiring process will be communicated by the Hiring Committee to the RAEC Director if he or she is not participating directly in the hiring.

Any specific recommendations from the Hiring Committee in regard to probationary requirements should be approved by the RAEC Director who would advise the School Council of the results of the hiring at the next meeting.

4.8 Temporary Replacements

It is recommended that temporary replacement positions of over three months, such as for maternity leave or sick leave, should be filled through a hiring board following the procedures cited above in this section of the policy. This will allow the RAEC Director to extend the temporary position beyond the six months, or, if the incumbent does not return, to offer the position to the replacement if the replacement proves to be suitable for the position.

If a temporary replacement is assigned, the position will be an interim position until the aforementioned procedures are completed to fill the position.

4.9 Work Agreements

All newly hired staff should sign a work agreement in which the terms of the hiring such as the title of the position, starting salary, working hours, reference to job description, sick and personal days and vacation benefits, and other terms of employment specified by the RAEC Director are included. This agreement is signed by both parties, and the Executive Director and a copy is kept on file at the School Council and the Center.

With all new hires, a minimum six-month probation period will apply.

5. REMUNERATION

5.1 Payment of Salary

All employees will be paid a salary according to the rate quoted in the annex of their work agreement, with the addition of any step increases or other incentives awarded. The disbursement of salary will be done through payroll through direct deposit, as determined by the payroll procedures in place at the School Council. Payroll will be completed every two weeks based on the submission of approved time sheets.

Salary scales are inspired by the provincial scales for teachers and other professionals in the education sector.

5.2 Submission of Time Sheets

5.2.1 Regular Submission of Time Sheets

Time sheets must be submitted to the RAEC Director for approval before 10:00 am on the Friday preceding pay week. Time sheets will pertain to the hours worked during the previous two weeks, and must be detailed to reflect the necessary breakdown of the employee's remunerated time, including worked hours, sick and personal, vacation and any other leave, all as detailed on the form.

5.2.2 Modifications of Time Sheets

If there are changes made to the hours reported on the time sheet after it has been processed, the pay or benefits will be adjusted accordingly on the next scheduled payroll date.

5.2.3 Incomplete or Missing Time Sheets

Any time sheet that is considered incomplete, is not approved or is missing may cause the payment of salary to be withheld till the following payroll, pending completion of all requirements or submission of the missing time sheet.

5.3 Payroll Processing

5.3.1 Schedule

Payroll is processed every two weeks. The payment of salaries, including benefits such as holidays, sick/personal days and any other applicable benefits for the payroll will pertain to the preceding two work weeks.

5.3.2 Pay Information & Accrued Data

Pay information will be provided to employees with every pay, on their Epost account. This will include information that pertains to amounts paid and to applicable deductions. Accrued data regarding vacation earned, and balance of sick/personal days will also be reflected.

5.4 Remuneration under Contracts

Depending on the established agreement between the RAEC and the contractual employee, remuneration is paid either through payroll or through accounts payable.

In both cases, contractual employees who are remunerated on the basis of an hourly or weekly rate, and on a pre-established number of hours for their work week, must submit an invoice, as per the terms of the signed service agreement, and the tenants of the Financial Management Policy of the FNAESC.

5.5 Remuneration for Casual Help

This section refers to the hiring of additional help or replacements for a few work hours during a work week. Should the cost for this type of help exceed \$1,000, a hiring process must be applied, or in the case of a contractual worker, a call for proposals, as per the FNAESC's financial management policy.

5.5.1 General

The hiring of casual help must be occasional and remain limited to a minimal number of hours or days. A hiring form must be completed for the casual help employee that would provide the required information for payroll such as full name, address, social insurance number, hourly salary rate, number of hours of work, etc.

Time sheets must be used by the employee to document his/her worked hours, and will be approved and submitted to the RAEC Director for payment within the regular pay schedule. Casual help includes supply teachers who are brought in to replace a teacher who is absent for several days.

5.5.2 Rates

Casual help will be remunerated using an established rate for this type of employee, as per section 5.1 of this document.

5.5.3 Method of Payment

Casual Help will be paid through payroll, based on the submission of a time sheet and a copy of the hiring slip, or, in the case of a signed service agreement, through the submission of an invoice

5.6 Remuneration for Statutory Holidays

Statutory Holidays will be remunerated according to the number of hours worked and to the maximum of 13 days, all as detailed under Section 3.1.1 and 3.1.2 for entitlement.

5.7 Deductions

5.7.1 Mandatory Deductions

Mandatory deductions are made from the salaries of First Nations employees for employment insurance, group insurance and pension fund contributions, where applicable. For other employees, deductions for federal and provincial taxes are also made, along with any other applicable deductions.

The employer may make a deduction from a salary solely where required by law, by regulation, by an order of a court or if authorized in writing by the employee.

5.7.2 Benefits

Teachers, administrative and support staff are, following the positive conclusion of a probation period, entitled to receive pension and medical benefits. These benefits are deducted from an employee's pay at a rate determined by the insurance company providing the benefits.

An employee may choose to remain on the medical benefits plan while on leave, but must, upon his or her return, reimburse the School Council for both the employee deductions accumulated, as agreed upon with management of the RAEC or of the FNAESC.

An employee returning from maternity/paternity leave or sick leave can buyback amounts deducted for their time on leave by the pension plan administrator, RBA. If an employee chooses to buyback service, the employer will match at the contribution rate in place of 1.82¹ times the employee's contribution.

If a newly hired employee was contributing to a pension plan administered by RBA with their previous employer, he or she must register to the RBA plan upon hiring. The employee's plan eligibility date is their hire date.

In cases where a newly hired employee is eligible for RBA benefits after a probationary period, he or she will have the option to buyback their probationary service: the employee portion of RBA for the probation period. The employer will match at the contribution rate in place, to a maximum of 6 months service.

Employees who were laid off temporarily and who are eligible for RBA benefits have the right to buy back both the employee and the employer share of RBA benefits for the time they were off and not contributing to their plan.

Reimbursement for all other leaves should be discussed with the human resources team.

5.8 Salary Advances

Under no circumstances will any type of advances be permitted.

5.9 Compensation for Extra Responsibilities

From time to time employees may be requested to assume additional responsibilities above their regular workload, or which are not part of the regular job description. The following applications apply to these situations.

¹ This rate is subject to change at any time and without prior notice.

5.9.1 Acting Pay

An acting pay is compensation above an employee's regular pay. It is only paid after a 5-day period in which the employee has assumed responsibilities outside of his or her regular job to either fully replace the incumbent who is absent, or to assume additional duties for a specified period of time. Acting pay reflects additional responsibilities that are for a limited period of time.

5.9.2 Payment Method

If the employee assumes the full responsibilities of a position while the incumbent is absent, then the employee should be paid a salary for the new position that reflects the classification of the employee to that job based on his/her own qualifications and experience.

If the employee assumes limited responsibilities in addition to his/her own workload, then an acting pay will be added to the employee's regular salary. The acting pay would be based on the employee being paid one or more additional steps on the applicable salary scale.

5.10 Salary Levels

The salary is determined at the time of hiring, based on the applicable salary scale in effect at the FNAESC. The salary scales for teaching staff and administrators are comparative to the provincial scales for these positions.

5.11 Entitlements upon Termination

Upon his or her termination of employment, the employee will receive the balance of the earned salary and the payment of earned.

5.12 Issuing a Record of Employment

The issuing of a Record of Employment (R.O.E.) must be done within the five (5) working days of the end of the pay period for which the employee was last paid by the School Council. The R.O.E. will be based on the information that is provided to the School Council regarding wages paid, hours worked and the payment of benefits such as vacation.

This information will be provided to the School Council one week prior to the required R.O.E. release date. In addition to this information, the RAEC Director will provide the reasons, effective dates and other information that are normally reflected in the Record of Employment.

6. PERFORMANCE EVALUATION

6.1 Frequency of Evaluations

6.1.1 Annual Performance Evaluation

Performance evaluations for all employees of the First Nations Adult Education School Council are to be conducted on an annual basis by the appropriate supervisor. The evaluation meetings should be scheduled before contracts are renewed for all employees. For each employee, this phase will cover both a review of the current year's performance according to preset objectives, and a forward look at the objectives for the next academic year.

6.1.2 Other Causes for Evaluation

There are occasions that arise during the course of the year for which an evaluation is required, other than the Annual Performance Evaluation. Such occasions are:

- At the end of a probationary period of new employment or affectation;
- At the end of a temporary position;
- At the end of a requisite probation following a reprimand.

The timing of these particular evaluations will be dictated by the circumstances.

6.2 The Process of Evaluation

Evaluations are always to be considered as a process by both parties, and should be reflected as such in the methodologies used. There is usually an initial meeting to set the objectives for the performance evaluation. Feedback on these objectives is given during the course of the year, and the final evaluation at the end of the year reflects how the employee has done with these, and establishes what will be expected for the next year.

6.2.1 The Annual Employee Performance Evaluation

The Employee Performance Evaluation must be conducted annually for all employees. The Center Director must ensure that the employee understands both the evaluation tool and how it will be used, and the overall process of the evaluation.

6.2.2 Initial Performance Evaluation Meeting

An initial meeting is set to establish what performance objectives the evaluation will be based on for the following fiscal year. It is very important that the Center Director reviews the job description at the initial meeting to update any changes, and to remind the employee of his/her duties. The updated job description must reflect any modifications based on the previous evaluation.

At this initial evaluation meeting, the agreed-upon performance objectives and the employee's main duties are then highlighted as forming the basis of the annual evaluation. Thus when an employee's job description is changed to any degree during the school year, these changes should be noted immediately so as to avoid confusion and possible problems during the final evaluation. These objectives and main duties are then signed and dated by both the Director and the employee as a permanent record of the initial evaluation meeting.

Once the process of evaluation is started the first year, then the initial meeting to set objectives and the actual formal evaluation in the following years can be combined in one interview with the employee.

6.2.3 Feedback during the Year

Subsequently, throughout the year, and whenever appropriate, the appropriate supervisor will provide the employee with verbal feedback on how he or she is performing in relation to the objectives that were established in the initial meeting.

The feedback must be focused on issues of behaviour or performance, and not the person. Any external basis of comparison, such as a performance standard, must be made very clear. The feedback will tell the employee what he or she could do better, and what he or she has done correctly. It will show what has been learned and accomplished, and will provide specific tips and advice on how to accomplish improvement in the area(s) that require it.

The supervisor will also collect critical incident reports that represent areas of strength or weakness throughout the year. These will be used to substantiate verbal feedback, or as support for the final evaluation report. It is important that the supervisor be able to substantiate or support the evaluation objectively through accurate record keeping, and timely and informative feedback to the employee.

6.2.4 Formalizing the Process

Before the end of the prescribed evaluation year, the evaluation must be completed in a formal interview that is scheduled for this process. A participative evaluation method can be employed in completing this report, which combines an employee self-evaluation with the Director's assessment.

When completed, the evaluation must be signed and dated by both parties. However, the employee's signature is to be considered only as an acknowledgment of the evaluation process, and does not necessarily imply that the employee is in total agreement with the outcome.

Once completed, and reviewed if required, a copy of the signed evaluation is given to the employee, and the original is kept by the RAEC Director in a confidential file.

6.2.5 Employee Development Plan

The evaluation form should provide a place for documenting any training undertaken by the employee during that year, and for making suggestions for the future training and development of the employee. Some recommendations for on-the-job training may relate to specific areas of the employee's evaluation. Other recommendations could be for more formal post secondary education requirements related to meeting job prerequisites or for a future position.

The recommendations that are made in this area must be taken as a serious commitment on the part of the appropriate supervisor to ensure that the employee benefits from further training and development.

6.3 Evaluation of RAEC Directors

The RAEC Director evaluates all of the RAEC staff, including teachers. As an employee of the School Council, the RAEC Director is evaluated annually by the Executive Director and may include a committee composed of School Council members, following the process outlined above.

6.4 Probationary Evaluation for New Employment

A probationary review is required at the end of the first months of new employment. The duration of the probation period is six months for all new employees, unless otherwise specified in the new employee's contract. In applicable cases, the appointed supervisor will set the objectives based on the employee's job description, taking into consideration the progressive learning or employment adaptation needs of the employee or transferee.

Throughout the probation, the supervisor must provide the employee with continual verbal feedback and guidance on how he or she is performing in relation to the probationary objectives that were established in the initial meeting. The feedback will tell the employee what he or she could do better, and what he or she did correctly. It will show what has been learned and accomplished, refresh for the employee the performance requirements for the new position, and will provide specific tips and advice on how to accomplish improvement in the area(s) that will need improvement.

6.4.1 Non-Completion of an Evaluation Report

If, without valid reason, an employee is not evaluated at the end of the probationary period, then the employee must be considered to have successfully passed his or her probation period.

6.4.2 Notification

If someone other than the RAEC Director is conducting the probationary review, then a memorandum reflecting the successful completion of the probation is normally sent to the RAEC Director. For newly opened positions, the RAEC Director will send a copy of this memo, or a letter confirming the completion of the probation to the Executive Director of the School Council.

6.4.3 Extension of the Probation Period

In the case of an extension of the probation period, the employee's supervisor, if it is not the RAEC Director, must ask that the evaluation be postponed. For new positions, the RAEC Director must send a letter to the Management Committee or to the School Council in order to confirm the extension of the probation period.

6.5 Probationary Evaluation Following a Reprimand

An employee who is on a requisite probation following a reprimand must be evaluated at the end of the probationary period. The process and conditions for a probationary review following a reprimand is the same process as the probationary review following a new employment or affectation.

In the probationary review following a reprimand, specific objectives should be selected to correspond to the reasons for the reprimand, and/or to generalize areas of weakness in the preceding annual review.

6.6 Evaluation at the End of a Temporary Position

All employees holding temporary positions of three to six months duration should also be evaluated. Such an evaluation should be filed for future references if so needed. The performance evaluation process followed for a temporary position is the same as previously described.

6.7 Role of the Reviewer

When there is a disagreement concerning a performance evaluation done by the RAEC Director, then the evaluation should be reviewed by the Executive Director to ensure fairness and accuracy in the evaluation process. It is not the responsibility of the Executive Director to redo the evaluation, but to confirm that the process has been fair and that any recommendations are supported by detailed notes.

6.8 Filing of Evaluation Reports

6.8.1 Filing of Confidential Reports

All Employee Evaluation Forms, once signed and completed, must be filed in a confidential file in the RAEC Director's office. The evaluation report of the RAEC Director must be kept in a confidential file in the office of the School Council.

6.8.2 Access to Evaluation Records

Unless stipulated by a signed release form, access to the Evaluation Records must be given only to the RAEC Director and the concerned employee.

6.9 Conflict Resolution

Employees are encouraged to communicate respectfully and openly. As such, conflicts should be first discussed with the staff member concerned. If an amicable conclusion is not possible, the issue may be brought to the appropriate supervisor for resolution.

This process is outlined in the Civility Policy.

7. DISCIPLINARY PROCEDURES AND APPEALS

7.1 Purpose

To promote compliance in the application of working conditions and foster the resolution of disagreements on the application or interpretation of the various policies and working conditions set out in this policy book, as they occur.

Though all employees are employed by the School Council, Center Directors are responsible for the staff members at their respective Centers. The School Council, through the authority given to the Executive Director, is responsible for the Center Directors and staff at the School Council.

7.2 Grounds

An employee may be reprimanded on the following grounds:

Incompetence: meaning that a person does not have the capacity or skills required for the assigned tasks.

Negligence: the employee may have the required skills but seems to ignore certain tasks or simply have no interest in performing them.

Misconduct: meaning the rules have been broken. Even if an employee breaks the rules without causing any direct or immediate impact on the operations of the organization, the behaviour of the employees and the communities served by the Centers may nonetheless be negatively affected. In such cases, disciplinary measures may apply.

The above examples do not represent all possible situations. It is up to the Center Director to identify other potential cases, in collaboration with the Executive Director.

7.3 Steps

In general, the disciplinary process involves four (4) steps:

1. Oral reprimand;
2. Written reprimand;
3. Suspension;
4. Dismissal.

Depending on the severity of the case, it may be necessary to omit certain steps. However, other than in exceptional circumstances, no employee may be dismissed without first receiving a written warning to enable him or her to correct any shortcomings or disciplinary infractions.

7.3.1 Oral reprimand

The goal of this intervention is to enable the Center Director to explain the problem clearly to the employee, emphasizing the need for improvement. The Center Director and employee then work together to prepare a plan aimed at correcting the situation. At the end of the meeting, which is held behind closed doors, the employee must have agreed to improve his or her conduct. A note concerning the oral reprimand is placed in the employee's file.

7.3.2 Written reprimand

When an oral reprimand fails to produce the desired effects, the employee may be summoned again and informed that the employer is still dissatisfied with his or her behaviour. A written reprimand is issued on the same day. The goal once again is to encourage the employee to improve his or her behaviour.

The employee must have an opportunity to explain his or her side in writing, to ensure that both parties understand the situation. All written reprimands are placed in the employee's personal and confidential file.

7.3.3 Suspension

A suspension is the application of a temporary unpaid disruption of employment lasting not more than ten (10) days. Suspension follows on from the above measures if they do not produce an improvement on the part of the employee.

This measure has serious consequences, since it threatens the employee's means of subsistence and disrupts the work of the Center. If the misconduct or negligence is severe, the employee may be suspended immediately, without a reprimand. However, generally speaking, the employee is questioned and advised of the suspension, which is then confirmed in writing.

7.3.4 Dismissal

Dismissal is automatic if the normal application of the above measures does not produce the desired results. Written notification is generally hand delivered to the employee. However, the above steps may be eliminated if so justified by the offence or the circumstances. The Center Director must inform the Executive Director of any dismissal made using this procedure.

7.4 Appeal Process

7.4.1 Written reprimand and suspension

An employee may appeal a written reprimand and/or suspension issued by the Center Director. To do this, he or she has five (5) working days to submit a letter to the Center Director, along with a copy to the Executive Director, explaining the grounds for appeal. The Executive Director, or a designated committee of the School Council, must make a decision and inform the parties within five (5) working days.

7.4.2 Dismissal

An employee may appeal a dismissal. To do this, he or she has five (5) working days to advise the authorities of the School Council, in writing, sending a copy of the request for an appeal to the Executive Director. The School Council must make a decision and inform the parties within ten (10) working days of receiving the request for an appeal.

Annex 1: Succession Policy Implementation Plans

Table 1: Implementation Plan for EXECUTIVE DIRECTOR Succession

Actions	Responsible	Time and resources required ²
1. Create Executive Director Selection Committee. 2. Review list of high-potential employees identified as possible future Executive Directors. Encourage these employees to apply for posted position. 3. Post Executive Director position internally and externally for two weeks. 4. If internal candidate is selected, ensure employee file is up to date. 5. Hire a firm to conduct psychometric testing to determine the most appropriate candidate, in the event that several candidates meet the requirements.	Trustees Executive Director Trustees and Executive Director	1 week to create the committee Recruitment process potential timeline and cost: 3 weeks to create and post 2 weeks to review applications 4 weeks to select firm 4-week mandate to complete testing Cost for hiring firm ²
6. Should an internal candidate be selected for the position, he or she must create a professional development plan, which would include both formal training (graduate degree) and informal training (online modules, coaching, workshops, etc).	Selected candidate with the support of Executive Director	Candidate would be required to present the plan to the Board by email and then in-person at the next Board meeting Resources required for courses and materials
7. The position of Assistant Director is created and the selected individual would work closely with the current Executive Director. A mentorship/coaching contract is signed with the current Executive Director to clarify roles and timelines.	Trustees	Creation of job description for AD Salary of both AD and ED 6-month transition period ²

² Must respect policies and scales in effect at FNAESC.

Actions	Responsible	Time and resources required ²
8. If the Assistant Director is selected from existing staff, a posting for the position left vacant must be prepared, in accordance with the HR policy in place.	Executive Director	Advertising cost
9. Following implementation of the succession plan, the current Executive Director would submit a resignation letter to the Board. The Assistant Director signs a contract for the position of Executive Director. There is no obligation to proceed to this last step if the implementation of the plan is not successful.	Trustees	

TABLE 2: Implementation Plan for RAEC DIRECTOR Succession

Actions	Responsible	Time and resources required ³
1. Identify, with each Director, his or her medium-to- long-term career development plans.	Executive Director	
<p>One year prior to the Director’s planned departure or retirement date:</p> <p>2. Review list of high-potential employees identified as possible future Center Directors. Encourage these employees to apply for posted position</p> <p>3. Post RAEC Director position internally and externally, simultaneously, for two weeks.</p> <p>4. Create the selection committee, composed of one Trustee, the current RAEC Director and the Executive Director.</p> <p>5. Hire a firm to conduct psychometric testing to determine the most appropriate candidate.</p>	<p>Executive Director</p> <p>RAEC Director</p> <p>Member from host community</p>	<p>Process would require:</p> <p>3 weeks for posting</p> <p>1 week to create the committee</p> <p>2 weeks to review applications</p> <p>4 weeks to select firm</p> <p>4-week mandate to complete testing</p> <p>Hiring firm</p>
6. If an internal candidate is selected, the employee file must be updated and he or she must create a professional development plan, which would include both formal training (graduate degree) and informal training (online modules, coaching, workshops, etc).	Selected candidate with the support of RAEC Director	<p>Employee would be required to present the plan to the Executive Director by email.</p> <p>Resources required courses and materials</p>
7. The position of Assistant Center Director (ACD) is created and the selected individual would work closely with the current RAEC Director. A mentorship/coaching contract is signed with the current RAEC Director to clarify roles and timelines.	Executive Director	<p>Creation of job description for ACD</p> <p>Salary of both ACD (level 5³) for 4 to 6-month transition period</p>

³ Must respect policies and scales in effect at FNAESC.

Actions	Responsible	Time and resources required ³
8. If the ACD is selected from existing staff, a posting for the position left vacant must be prepared, in accordance with the HR policy in place.	RAEC Director	Advertising
9. Following successful implementation of the succession plan, the current RAEC Director would submit a resignation letter to the Executive Director and the ACD would sign a contract for the position of RAEC Director. There is no obligation to proceed to this last step if the implementation of the plan is not successful.	Executive Director	

TABLE 3: Implementation Plan for RAEC PROFESSIONALS Succession

Actions	Responsible	Time and resources required ⁴
1. Create a matrix of current staff with their potential retirement dates.	RAEC Director	Update the matrix annually or as major staff changes arise
2. Create links with the post-secondary education departments of communities served by RAEC to identify students completing studies in pertinent fields (B.Ed, BSW, M.Ed, B. Sc, etc).	RAEC Director	
3. Approach students completing degrees with timelines that coincide with planned retirement dates.	RAEC Director	
4. Offer incentives, as approved by the Executive Director and the Board, for Indigenous students who sign a contract within 8 weeks of their graduation date. Incentive bonuses may be offered in collaboration with post-secondary sector or with Band Councils, Tribal Councils or other Commissions.	RAEC Director Executive Director Trustees	Signing bonus
5. Create mentorship programs within the RAEC pairing new employees with experienced employees.	RAEC Director Executive Director	Monies for meals may be set aside within each RAEC budget to promote lunchtime mentoring sessions on a weekly basis for one year for each new staff member.
6. Report on number of Indigenous staff members yearly in annual report.	RAEC Director	

⁴ Must respect policies and scales in effect at FNAESC.

Annex 2: Payroll Processing Guidelines

Centers may use internal documents to track employee's hours. Each staff member is responsible for keeping track of his or her hours, as per the internal process established at the RAEC. The Center Director is responsible for oversight of employee hours and for transmitting approved hours to the School Council. The Center Director is also responsible for keeping records, including time sheets, and providing them in the case of an audit.

Twice a year, the payroll services provider will establish a schedule for bi-weekly payroll submission. The schedule will be shared with each of the Center Directors.

Before 10 am on the Friday before pay week, Center Directors must submit a completed and signed master time sheet (see Annex 2A) to the Executive Director for approval. Any changes to teachers by the lesson' hours may be adjusted the following pay period.

Any significant changes to payroll, including a termination, extended sick leave or a change in salary, must be signaled, by email, to the Executive Director one week before the submission of the master time sheet. The appropriate forms will then be sent to the Center Director for completion and submission with the master time sheet.

Any errors, omissions or others resulting in overpayment or underpayment to a staff member will be invoiced to the contravening RAEC. The RAEC will rectify the situation locally, as the Center Director sees fit.

Inquiries regarding payroll, deductions, and benefits may be addressed to the local Center Director and referred to the Executive Director, as needed.

Annex 2A: Time Sheet

~~Conseil scolaire des Premières Nations en éducation des adultes First Nations Adult~~

Education School Council – Time sheet

Date:

Employer	EE#	Employee name	Pay period	Heures travaillés (T)	Heures de maladie (M)	Heures de vacances (V)	Heures fériés (F)	Heures autres absences (O)	Total - heures payables T+M+V+F+O	Date de l'absence
				Hours worked (T)	Sick time (M)	Vacation time (V)	Stat holidays (F)	Other absences (O)	Total - payable hours T+M+V+F+O	Date of absence
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Center Director's Authorization: