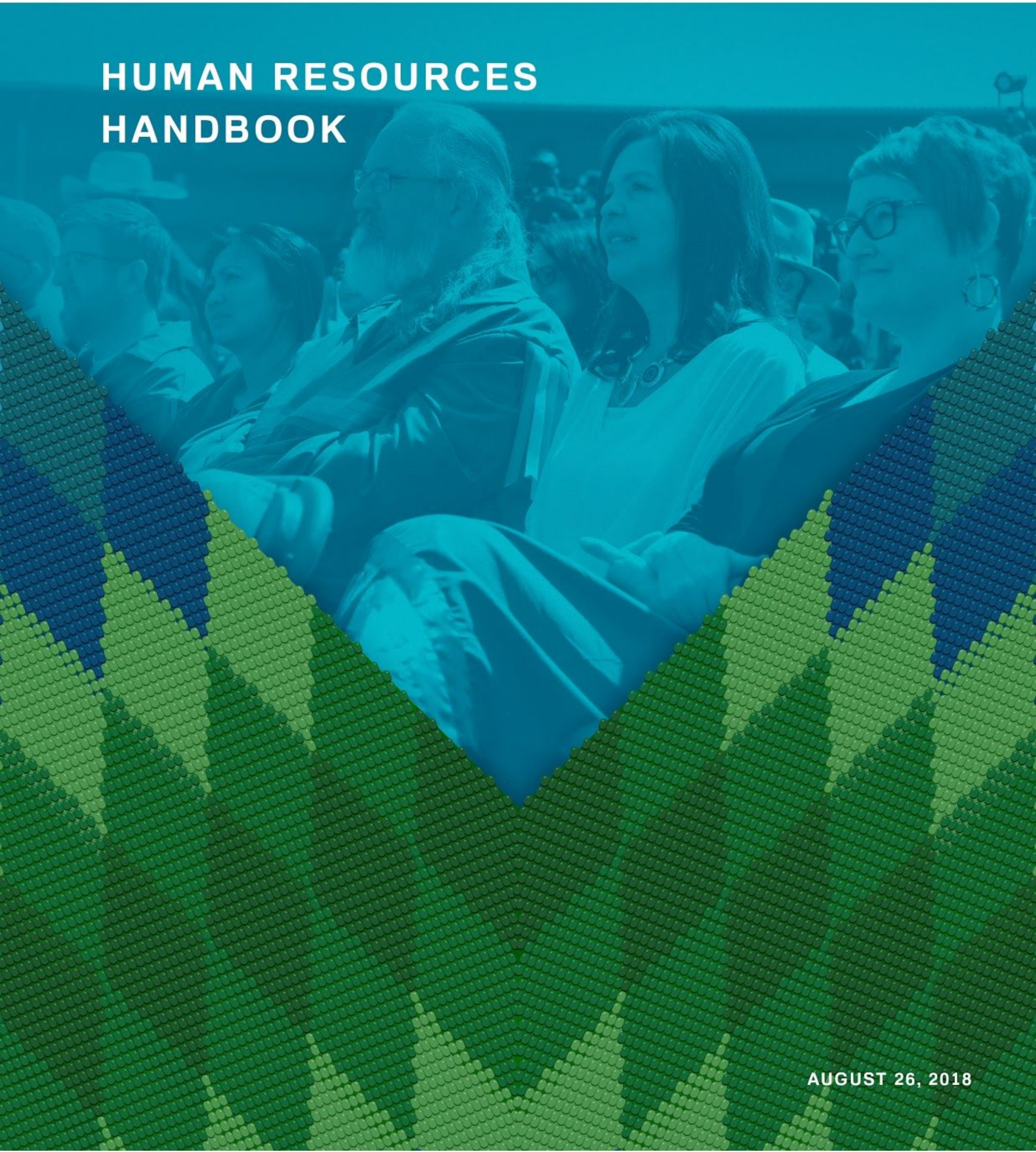
MASKWACÎS EDUCATION SCHOOLS COMMISSION

HUMAN RESOURCES HANDBOOK



AUGUST 26, 2018

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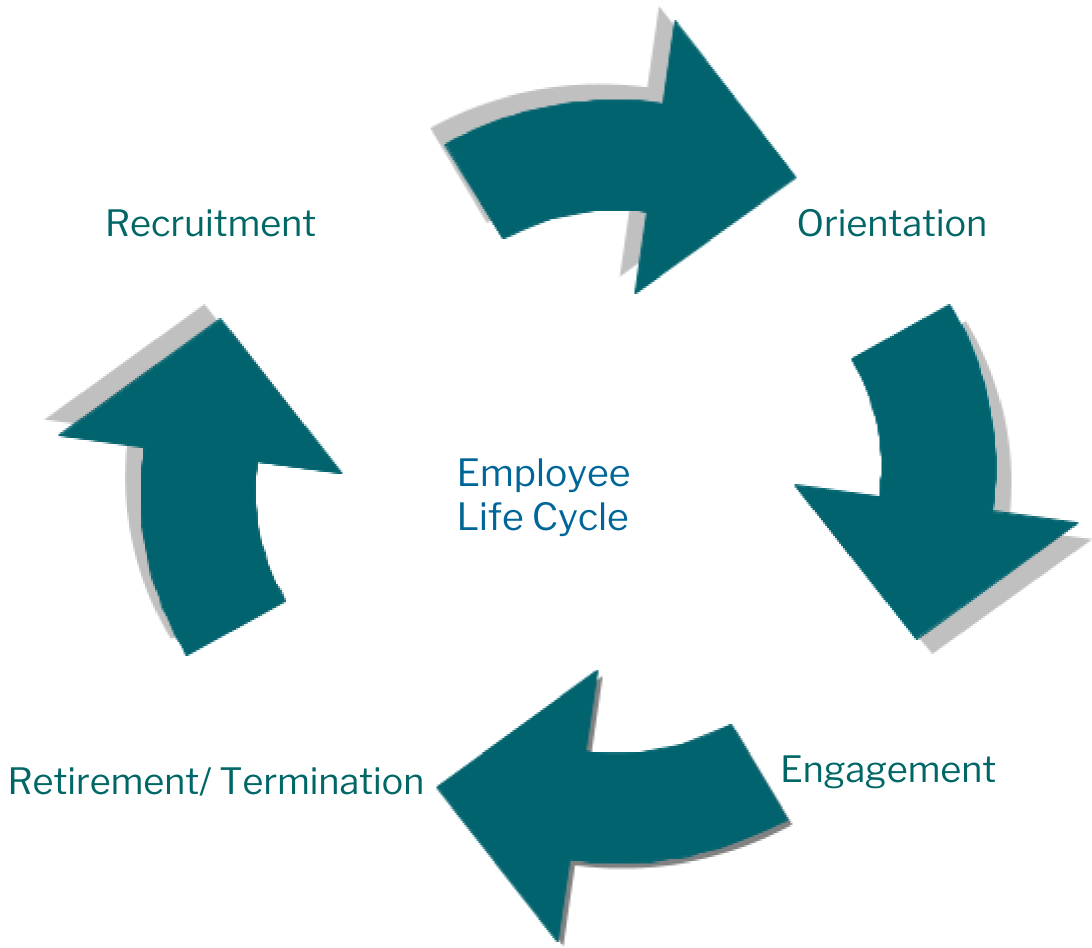
Introduction

The purpose of this handbook is to provide the key processes for managing the human resource decisions our site supervisors make on a frequent basis. It is not intended that this resource replace our Board Policies, or Administrative Procedures. Rather it is meant as a tool to provide guidance with regards to HR management.

Talent Management



"Authority"	means the power or right to determine, control, command or approve
"Board"	means the Board of Governors of MESC
"Superintendent"	is the senior employee appointed by the Board of Governors to provide overall management and direction to MESC.
"Designate"	means MESC employee who has been delegated authority in accordance with this manual. These designated individuals may designate others within the organization to hold this delegated authority on a temporary basis.
"Associate Superintendent", "Director"	is an employee of MESC who has been appointed to a senior management position.
" or "MESC"	means Maskwacîs Education Schools Commission
" Office"	Means MESC's central office located at Box 58, Maskwacîs, AB T0C 1N0
"Associate Superintendent of People Services"	is the employee of MESC responsible for implementing and ensuring compliance with the human resource and administrative policies and procedures
"May"	means to take action at one's discretion and not a requirement
"Must, Will, Shall, Required"	means to be obliged or bound by an imperative requirement with no discretion to avoid
"Policy(ies)"	means statements that establish expectations for decisions made, or action taken by, the Board and all employees and any other persons who conduct activities on behalf of MESC.
"Procedure(s)"	means established instructions, steps or methods for the implementation, enforcement or administration of an MESC policy. Procedures typically describe the "how" rather than the "what" and provide the steps needed in sequence to comply with policy requirements
"Site Supervisor"	means any individual who is responsible for the supervision of employee(s) at site
"Responsibility"	means being the individual or group of individuals who do the work or direct the completion of work or activity
"Site"	means a school, branch or department
"School(s)"	Means schools located in Ermineskin Cree Nation, Louis Bull Tribe, Montana First Nation, and Samson Cree Nation.

Recruitment

Staffing Plans

Beliefs

The provision of quality educational programs and services to students is achieved through knowledgeable and skilled employees.

Superintendent/Associate Superintendent Responsibilities

1. Send request to all staff using Employee Intent Notification by first week in January.

Employee Responsibilities

1. Prior to the end of January, submit their Employee Intent Notification to the People Services Branch.

Site Supervisors Responsibilities

1. Prior to April 15, submit Staffing Plan to the People Services Branch.
2. Review staffing obligations to make decisions regarding priority placements.
3. Submit evaluations and recommendations regarding staff to People Services Branch.

People Services Branch Responsibilities

1. Identify MESC staffing obligations and share with site supervisors.
2. Make decisions regarding probationary and temporary contracts after reviewing open positions, evaluations and recommendations from site supervisors.
3. Identify any open positions or possible staff reductions in accordance with MESC administrative procedures.

Handling Vacancies

Beliefs

Recruitment and selection are critical functions of the organization and MESC. Whether vacancies arise from the voluntary or involuntary departure of staff, or newly created positions that are required to meet new demands, determining the need for new employees is just the beginning of the process.

It is not always possible to hire internally, or grow future talent in-house, so the search for candidates expands externally. Ideally, the strategy for hiring "top performers" would start long before the need arises.

A site supervisor should take into consideration a multitude of factors including staffing plans, budget, job requirements and job expectations. The cost of making a poor choice in the hiring process goes beyond the recruitment expenses such as advertising, manpower to conduct interviews, and legal costs for drawing up contracts. The costs associated with training and orientation, lost productivity and potential impact on team morale can also be escalated with improper hires. This can result in incurred expenses more than double an employee's annual wages.

Procedure for Requesting Personnel

Site Supervisor Responsibilities

1. Complete a **Personnel Request Form**
2. Submit the completed form to the Associate Superintendent.

Superintendent Responsibilities

1. Associate Superintendent confirms with Executive Director of Finance regarding resources.
2. Associate Superintendent informs Site Supervisor if request has been approved or denied.

People Services Branch Responsibilities

1. Directors will create job postings in collaboration with Site Supervisors. Directors will then post vacant positions.
2. Directors advertise when appropriate in:
    a) MESC Website/Employment Tab
    b) Local Papers
    c) Local Postings/Band Offices
    d) Apply to Education (Teachers/Principals)
    e) Other as required by Associate Superintendent

Job Description Review

Beliefs

Job descriptions are essential to setting the expectations and responsibilities of the position. Typically when you hire a new employee, you show them their job description and set your expectations for their performance. The job descriptions should be used throughout the employee life cycle to set expectations, boundaries and responsibilities.

Job descriptions and performance management go hand in hand. Best practice is to review the employee's job descriptions during performance reviews. Discussing successes, challenges and opportunities should all come back to the job description and how the employee is to succeed with their role. Keeping the conversation focused on the job description places importance back on the roles, responsibilities and required qualifications.

Reviewing/ Revising Job Descriptions

Site Supervisor Responsibilities

1. Review and understand job descriptions for each MESC employee annually and at pre evaluation conference.
2. If job descriptions need to be updated Site Supervisors will consult with Directors.

People Services Branch Responsibilities

1. Develop new job descriptions and file all employees' job descriptions in their personnel records.
2. Directors will support Site Supervisors with revisions and advise of any necessary changes in the Terms of Employment and overall organizational direction.
3. File employees initial job descriptions as an appendix to the employee's contract at the time of hiring.

Short Listing / Selecting Applicants

Beliefs

It is often not possible to interview every single individual that applies for an open position. All applicants must apply for an open position through Careers tab on MESC website. Depending on the position, we may receive hundreds of applicants thus making selecting and short listing candidates important to ensure that we are only interviewing the top and most qualified applicants.

Applicants selected for an interview must meet MESC requirements and standards while taking into account what the site needs. When reviewing and determining who should be shortlisted consider these tips:

- What are the required qualifications?
- Do they have similar experience? If so, how much?
- What listed skills would be transferable?

Procedure for Short Listing Applicants

Applicant Responsibilities

1. Apply for positions online by submitting complete application packages to hr@maskwacied.ca.
2. Follow the application requirements as they are outlined in the job postings.

People Services Responsibilities

1. Director screens applicants and forwards qualified candidates on to Site Supervisor.
2. Director supports Site Supervisors with selection process as requested.
3. Associate Superintendent leads the selection and recruitment process for all Senior Administrative Positions.

Site Supervisor Responsibilities

1. Review screened applicants to create a short list.
2. Submits the short list to the Director.

People Services Administrative Assistant Responsibilities

1. Administrative Assistant will schedule interviews.
2. Administrative Assistant will prepare packages.

Interviewing

Beliefs

Conducting a thorough interview is like leading an investigation. You need to uncover all pertinent information to help you make the right decision. However, you cannot jump to conclusions early on in the investigation that keep you from continuing your search. It is easy to make a decision about a candidate early on in the process but this can cloud your judgment about the remainder of the interview. For example, if you sell yourself on a candidate right away, you may miss information later in the interview that may indicate potential problem areas or you may refrain from seriously considering other candidates going through the interview process. In addition, you should avoid making a selection based on something you believe about an applicant without sufficient evidence.

The behaviour or mood of the interviewer can affect how the applicant behaves during the interview as well as the evaluation of the applicant's qualifications after the interview. Showing excitement about the interviewee or disapproval of the candidate's responses can positively or negatively impact the process. The interviewer should always listen carefully and observe both physical and verbal cues from the candidate. For greater standardization, the same interviewers should be used to assess all candidates without being allowed the opportunity to compare their assessments between interviews. This will also help to minimize any personal biases.

Ultimately, the goal of the interview is to hire the candidate with the knowledge, skills and abilities to successfully fill your vacancy as well as someone who will be the "best fit" to both the MESC and the role.

The interview process includes:

- An interview committee
- Skill testing, where applicable to the job description
- The applicable behavioural descriptors in the interview questions

Interview Panel

An interview usually consists of a number of interviewers who hold different positions within the organization. The interview committee shall consist of a Director of the People Services Branch, who will conduct the interviews, as well as Site Supervisors and others as required or requested by the Directors (see Appendix for MESC HR Process). The approach to conducting interviews will be determined and outlined by the Director overseeing the process and conducting the interviews. Directors will brief interview committees on approaches prior to the commencement of interviews.

Interview Design

Before interviews can begin, the structure and design will need to be created to ensure that the right information is gathered from the candidates. A standardized list of interview questions with the applicable behavioural descriptors so that all applicants are asked the same ones, in the same order. If possible, develop a scoring guide with benchmarks or sample answers and take detailed notes during the interview to justify your rating of interviewee responses. This will help you evaluate the applicant after the meeting has concluded.

Starting the Interview

The validity of the interview may be eroded if the line of questioning does not pertain to job-related questions. An inexperienced interviewer may be easily sidetracked by interesting conversation with the applicant and therefore fail to obtain the information needed to assess the applicant's job knowledge. Interviewers should also be advised against stereotyping applicants and making quick decisions.

First impressions of the organization will be made during the initial interview process, so interviewers must be prepared and demonstrate professionalism. The interview is also an opportunity for the interviewer to sell the company and the job to entice the right candidate although factors such as compensation, job responsibilities and promotion opportunities are equally as important to applicants when making the decision to join an organization.

The start of the interview should be used to build rapport and put the applicant at ease. Greet the applicant by name and introduce yourself and other interviewers present. Indicate where the applicant is to sit, offer a glass of water, and provide the applicant with an overview of the interview process. It should be suggested that the applicant hold any questions until the end of the interview when time will be allotted. Start with small talk to put the applicant at ease. This will entice responses that are less guarded.

Remember to:

- Be prepared
- Remove distractions (i.e.cellphone)
- Hold calls
- Choose a comfortable environment
- Assess all candidates under similar conditions

Questioning

As questions are being asked, allow the candidate plenty of time to answer and recommend he or she takes time to think about the response. Silence is okay and will often encourage the applicant to start speaking, but if he or she has difficulty answering rephrase the question and provide a little extra time. If the applicant still struggles to find a response, suggest revisiting the question at the end, if time permits. Leading the applicant to the right response will only cloud the assessment of the candidate.

Avoid the use of closed-ended questions that allow the applicant to simply answer with "Yes" or "no". The use of open-ended questions such as "Can you describe a time when ...." will require the applicant to provide a detailed answer to the question. Always try to dig a little deeper into responses to get a clearer picture.

Probing questions can be great when the interviewer is trying to learn more about the candidate but additional questions should be applied with caution. Pre-determining what questions can be asked to gather more information and allowing all candidates the same benefit will ensure that the recruitment process remains fair and consistent. Designing probing questions such as "how did you feel when that happened" or "can you explain the specific steps you took to resolve the situation" or "Can you provide more details on the situation" will provide more insight into the candidate's behaviours. It is similar to peeling an onion – you need to go down a few layers to get what you really want!

Once all the questions have been concluded, ask the candidate if they have any questions for you. Candidates that are excited and truly interested in your organization should have prepared for the interview and conducted some general research in the company. Providing candidate this opportunity can provide the interviewee(s) with greater insight. For example a candidate that asks about flexible work hours, benefits or money could be showing the organization their priorities whereas a candidate that asks about culture, values and environment is showing interest in the organization.

Take detailed notes of the responses during the interview, focusing on behaviours described by the applicant. Use the scoring guide, if available, to score the answers to interview questions either after each response or as soon as the interview has concluded. The same procedures should be followed for each applicant and detailed interview documentation should be completed and retained for one year.

Ending the Interview

It is important to end the interview on a positive note, without making any comments that suggest an assessment of the candidate. Thank the candidate and tell them when they should expect to hear from the People Services Branch. It is also a good idea to explain the next steps in the process such as contacting references or conducting second interviews.

Immediately after the candidate leaves, take time to review notes and assign overall ratings while the applicant's responses are still fresh in your mind. If the interview was conducted by a committee, it would also be a good idea to debrief and compare ratings at this time. Waiting until the end of the day or after several other interviews can get confusing.

Interview Procedures

Site Supervisor Responsibilities

1. Participates in interview process.
2. If Site Supervisor is unable to participate in the interview process, it is their responsibility to ensure that there is a designate present in their place (ie. Vice Principal, Co-Supervisor, etc.).

People Services Responsibilities

1. Chairs the interviews.
2. Maintains interview questions.
3. Maintains reference checking templates.
4. Coordinates interview process.
5. Will collect the interview documents (questions, resumes, etc) from the interview committee and will be filed according to the competition number and/or position.

Reference Checking

Beliefs

It takes a lot of time and money to recruit and hire a new employee. Spending the appropriate amount of time to screen any potential employee can ensure that you are making the best choice of the role and MESC. Hiring a new candidate means money will be spent on advertising, a short list developed, interviews will happen and references checked. After we extended a warm welcome, there will be paying annual wages, providing access to invaluable company information and assets, and ultimately trusting that we have made the right choice.

While your hiring instincts should never be discounted, finding absolute proof that you were right is golden. Since you can't always hire who you know, know who you hire. After all, there are no penalties for submitting inaccurate exaggerations, exclusions or bold face lies and resumes can contain them all. The purpose of a resume is to get an interview. The purpose of an interview is to justify the resume. If the resume is a misrepresentation, then so is your candidate and, unfortunately, this may not be revealed during the probationary period.

Reference Release Form

All applicants applying for jobs within the authority are required to submit a Reference Release Form, which is available for download on the Employment page of the MESC website. This form gives authority and permission to the Directors and other supervisors responsible for reference checking the ability to contact anyone who is connected to things that are listed in one's resume or application. This includes, but is not necessarily limited to, the people that are listed as references in the resume or application. With the Reference Release Form, the authority is permitted to contact anyone who can provide insights related to the applicant's preparedness for the job in which he/she is applying.

Personal References

Sometimes, if a candidate is new to Canada or has limited work experience, they will provide personal references. Choosing to call personal references should also follow set restrictions. Contacting teachers, school administration offices, sports coaches or other professional personal references can provide the organization with insight into the candidate's reliability, teamwork and dedication. If the candidate is new to Canada, consider contacting out of country employers to gain additional insight.

Letters of Reference

As an organization, MESC no longer requests or requires letters of reference from applicants applying for jobs with the MESC. This is in an attempt to avoid document fraud among individuals seeking employment as teachers or in the field of education in the province. Instead, it is requisite that all applicants, as part of the application process, to provide a minimum of three contactable references, including current phone numbers and email addresses.

Verifying/Gathering Information

When contacting references it is important to confirm and gather the correct information. Prepare set questions to ask each reference, so responses can be compared for reliability. Develop questions that ask about the candidates selected accomplishments, work responsibilities and behaviours.

BEST PRACTICE TIPS

- A best practice tip is to ask the same fundamental questions you posed to the candidate for easy comparison
- Consider reading exacting what the candidate wrote as their responsibilities and achievements then ask the reference to confirm its accuracy
- Ask about things such as attendance, punctuality, team work and areas for improvement

Probing/ Asking the Right Questions

A great reference checker will notice and respond to hesitations and hidden messages to learn more information. For example, if during the conversation you hear a sigh, long pause or the individual is putting a lot of effort into how they say things – most probably it is because they are worried about saying something negative. Noting these instances and asking probing questions can provide you with critical details.

Phone vs. Email

An emerging practice is to have references complete a written reference template regarding the candidate. The template could include key questions, information about the open position and a rating checklist of set requirements such as computer abilities, attendance record, and ability to work within a team and follow organizational practices. The perceived benefits of having references complete email templates include, more thought put into what they share, direct words and information that cannot be misrepresented and the reduction in frustration when trying to establish contact.

Conflicting Reference Checks

A common concern is how Directors should handle conflicting reference information. Each situation will have to be judged and reviewed for the seriousness of the information or conflict. Conflicting references might mean contacting the references again and asking additional information about the area of concern or requesting the applicant to supply a fourth reference, to assist you in making a decision.

Negative References

Another issue is how to respond to negative comments and concerns. If the information provided was negative, the site supervisor should determine the level of concern and how they would like to proceed. For example, hearing that the potential new hire can be bossy and hard to work with, an interested site supervisor might make the decision to hire the individual because of their great qualifications and other assets but discuss their concerns, expectations and watch the behaviour. Another site supervisor might decide not to continue because of the potential future headaches.

Education and Credential Verification

Applicants with Teaching Credentials

All applicants with teaching credentials are required to have their education and teaching credentials verified by the Alberta Teachers' Association through the Teacher Qualification Service (TQS). Teachers may be hired by MESC prior to them having their TQS completed. In the event that this occurs, however, the Associate Superintendent will place teachers on the salary grid in a way to ensure that teachers are placed properly on the Teacher Salary Grid until a teacher's TQS document is submitted.

Professional, Support and Other Applicants

All other applicants, that are not teachers, are required to submit their educational certificates and/or credentials to the People Services Branch as part of the application package/process. Directors will then contact professional associations, governing bodies, or other needed organizations to verify the education and training of applicants applying for positions in the MESC.

Procedures

People Services Branch Responsibilities

1. It is the discretion of Directors as to how many references will be contacted for applicants that have been selected through the interview process. However, as as minimum, Directors will contact at least one reference with that reference being the most recent direct supervisor for the successful applicant. All additional reference checks will be to gather additional and supplementary information.
2. Take notes of each reference check using the Reference Check Form.
3. Attach the information to the resume and interview information for the candidate

Criminal Record/Vulnerable Sector and Child Welfare Checks

Criminal Record, Vulnerable Sector and Child Welfare Checks are a required part of the hiring process for all new employees.

Procedures

Applicant Responsibilities

1. Declare if they have a record in accordance with the required/aforementioned checks.
2. Cover the cost of the checks required as part of the application process.
3. Provide written explanations for any discrepancies that appear in the checks.

<u>People Services Branch Responsibilities</u>

1. Advise the candidate that employment is conditional upon the receipt and evaluation of their checks.
2. Ensure the checks are completed.

<u>Associate Superintendent: Personnel Responsibilities</u>

1. Review checks with discrepancies, records or offenses
2. Review suitability on the following criteria:
   - Type of charge or offence
   - The age of the charge or offence
   - The type of work the applicant is being considered for
   - Whether the criminal record impacts on the applicant's ability to perform those duties
   - Whether the behaviour associated with the offence(s) if repeated, will pose a threat of physical or sexual abuse to children or others; and
   - Any other factor which the Associate Superintendent deems relevant
3. Notify the Site Supervisor of any discrepancies

Offers of Employment

Offer

When making an Offer of Employment to a successful applicant, the following process will be followed:

- Director notifies Associate Superintendent of People Services about their recommendation for hire.
- Associate Superintendent of People Services or designate prepares draft contract.
- Administrative Assistant prepares a package of supporting information and contacts successful applicant and arranges an appointment.
- Associate Superintendent of People Services or designate makes offer. All offers are made in writing once the applicant confirms by phone that they are interested in accepting the position.
- Associate Superintendent of People Services or designate confirms the accepted offer with Site Supervisor. No employee can start prior to having a signed contract and must be given time (5 days) to consider the offer.
- Once the Associate Superintendent of People Services or designate notifies that the offer has been accepted the designate contacts unsuccessful shortlisted candidates. See MESC HR Process for details.
- Administrative Assistant collects all relevant forms and documents and creates a personnel file.
- Administrative Assistant inputs employee's information in Atrieve and informs finance and IT branches.

Onboarding
When performing onboarding and orientation to the MESC, the People Services Branch will:

- Associate Superintendent or Designate
  - Provides orientation regarding contract and Employee Handbook
  - Supports new employee with questions

- Administrative Assistant
  - Collects hr/payroll/benefit forms and files the forms in the personnel folder.

Changes to Existing Employees

- Site Supervisor completes Personnel Requisition Form and e-mails the Associate Superintendent of People Services (Contact Associate Superintendent with questions)
- The Associate Superintendent reviews the request with Finance and the Superintendent's office and a decision is made.

Contract Termination, Resignations, Retirements

- Associate Superintendent leads all employee contract terminations with support of the Site Supervisor.
- Employee notifies People Services branch of their intent to resign/retire (Associates Superintendent supports as necessary).
- All resignations/retirements shall be made with a signed letter and include the effective date of the employee's last day of work.
- Associate Superintendent notifies employee of the MESC's acceptance of resignation/retirement in writing.
- Administrative Assistant prepares acknowledgement letter for Associate Superintendent's signature and forward a copy to payroll.
- Site Supervisor submits a Personnel Request Form if a replacement is required.

Note: for confrontational terminations the Associate Superintendent and the Administrative Assistant will prepare and collect the necessary documents and mail them by registered mail. Payroll will provide the necessary documents on the same day and time that the HR department requests them.

Employee Leave Administration

Employee Responsibilities

1. All employees fill and complete the [Exception Form] and submit to their Site Supervisor for approval.
2. Be aware of their entitlements as outlined in the Employee Handbook.

Site Supervisor Responsibilities

1. The Site Supervisor reviews the request.
2. It is the Site Supervisor's responsibility to ensure the exception forms are completed for absences and approves them according to the the Employee Handbook.
3. The Site Supervisor will submit the form to the Administrative Assistant.

Administrative Assistant

1. Once approved the Administrative Assistant (of the Branch or School) will enter the absence into Atrieve and scan the form to exceptionforms@maskwacised.ca with the name of the employee (format: Last Name, First Name) in the subject line and cc the employee.
2. If the leave is short term or long term, the PS Administrative Assistant will inform the Director of Health and Wellness.
3. The Site Supervisor will keep the hard copy for their files.

Sick Leave

- Sick leave is 14 days
- The employee provides a medical certificate for any absence greater than three days.
- Employees must submit medical certificates (i.e doctor notes) if they are away from work for more than three days as soon as possible after the third day (sooner if possible)
- The Director of Health and Wellness will contact employees away for more than 10 days to follow up and will continue to keep in touch with the employee until they return to work.

Other Leaves of Absence

- Refer to *Employee Handbook*
    - Any leave longer than 5 school days, where a replacement is required, a Personnel Request Form must be submitted by the site supervisor for a casual to be found and secured.
    - Maternity leaves, extended full-time and part time leaves of absence shall be made in writing, and signed by the employee, to
    - Associate Superintendent of People Services. A copy should be given to the employees Site Supervisor.

Classification Plan Administration

Introduction

This section describes the standards to be used in the evaluation and classification of Maskwacîs Education Schools Commission positions. It is intended to provide a consistent, fair and equitable process for the evaluation and classification of positions while respecting the employer's fiscal responsibilities.

Job Classification Plan – Core Principles

What is Job Classification?

Job classification is a method used to establish classifications for jobs within the organization through a systematic and detailed analysis of job descriptions. The various duties and tasks required by an organization are grouped into functional roles and positions; these positions coexist on a continuum of job classifications for the entire organization. It is necessary that this continuum be identified and that the roles and responsibilities of each position are defined in relationship to one another.

The primary purpose of a classification system is to ensure the fair and equitable treatment of employees. Secondary to this, the classification system provides a map for the organization and its employees. The information contained within the classification system contributes to many other human resource activities including performance evaluation, professional development, career mapping, and strategic planning.

What is the Job Classification Plan?

The job classification plan utilized here follows a comparative analysis model where like factors are compared to assess relative job classifications.

Factor analysis identifies those elements, which are common to all jobs and serve to define what is valued in the work (i.e. primary functions, qualifications, supervision, level of responsibility, impact of error, etc.).

Job Description vs. Classification Specification

A ***job description*** is a document created by the employer to describe an employee's position in detail and with attention to regular and predictable functions. The job description is a tool utilized to provide greater detail into the roles and responsibilities identifiable within a specific position.

A ***classification specification*** is a descriptive summary of duties that serves as a standard against which individual positions are measured. It is a summary of one or more job descriptions; however, is intended to accurately describe the primary function of the classification. Only one class specification can be attributed to a single job; however, several jobs could be contemplated within a single classification specification.

The class specification describes both the ***kind of work*** and the ***level of work*** for positions, which perform similar work.

Kind of work refers to a type of work having definitive and similar characteristics and requiring similar qualifications … "***What is done?***"

Level of work refers to work of the same kind while recognizing the existence of varying degrees or levels of complexity and responsibility associated with the work … "***How is it done?***"

Job Classification Process

As previously stated, job classification is the process involved in the review, analysis and assessment of job content to determine the relative position of a job in relation to others within an organization.

As an organization evolves, so do the demands on work flow and desired outcomes; as a result, jobs evolve and need to be considered for reclassification in light of significant changes in job content or primary roles. Additionally, newly created positions will need to be reviewed in light of the organization's classification system in order that it is properly classed.

The following describes the steps involved in a job classification review:

1. Review the job description

- The Associate Superintendent compares the current job description to the previous description (if available).
- The current job description is reviewed by the employee (if applicable) and the supervisor to ensure it is a reliable and accurate description of the job and that the changes are reasonably sustainable.
  - If the review is being initiated by an employee, he/she needs to identify where changes have occurred and the how the changes have impacted the position.

2. Review the classification specification

- The Associate Superintendent of People Services compares the current job description, along with any identified changes, in light of the former classification specification.
- Consideration is given to the changes in the job that justify whether a new or alternate classification is required.

3. Conduct a job audit

- A job audit will be conducted whenever reclassification is warranted.
- Prior to comparing a classification with similar specifications, it is essential that a thorough understanding of the factors be documented.

4. Review the market valuation

- In creating the initial classification system, a market analysis is conducted by the Associate Superintendent wherein selected employers are invited to provide comparators to the identified classification specifications; in order to remain current, periodic reviews of the market may need to be conducted.
- Where no internal comparators are identified, efforts may be required to identify comparators with external employers.
- The objective of analyzing comparative classifications is to pursue fairness, equity and sustainability while remaining consistent with organizational goals and objectives.

5. Prepare a report on findings

- The Associate Superintendent will prepare a report that will include reasons for the review, the identified changes to the former job description justifying the review and a summary of the factor analysis;
- The appropriate classification specification; if a new classification is created;
- A summary of the findings resulting from the comparator review.
- Recommendations on position administration (classification and/or compensation).

6. Implementation of decision(s)

- The process needs to provide either a formal response to reclassification requests or document the organization's decision with respect to a newly created position.
- Any impact to classifications and/or compensation needs to be managed within administrative procedures.

Job Descriptions & Classification Specifications

Beliefs

The job description and corresponding classification specification are critical management tools and are integral in explaining or clarifying management expectations. Updated job descriptions are, therefore, an important requirement for human resource management within Maskwacîs Education Schools Commission. Furthermore, district leadership is responsible for maintaining current and accurate classification specifications attributable to each position.

It is the responsibility of all site supervisors to maintain accurate, current job descriptions for all positions reporting to them. Job descriptions are typically prepared by those individuals who know the job best (i.e. the incumbent) in collaboration with the site supervisor. Notwithstanding, it is imperative that district leadership is aware of and authorizes the distribution of work to subsequently support and validate the job descriptions.

Procedures

The classification specification is developed from the job description and is used to describe the responsibilities, requirements and organizational relationships of individual positions. A complete and current job description should be submitted to the People Services Branch in the prescribed format for job evaluation when:

- new jobs are created;
- responsibilities and requirement for existing jobs have changed.

Job descriptions should also be reviewed at the time of an employee's performance appraisal or when a job becomes vacant to determine whether the description is still current and accurate.

An employee's job description shall be maintained in an employee's personnel file and job description.

Requests for Reclassification

Beliefs

Reclassifications requests may be initiated by either the incumbent or the site supervisor. Submissions for a review are initiated when:

- A new position is being created and requires the development of a new classification;
- The responsibilities, requirements and organizational relationships have changed;
- The incumbent or supervisor believe the position is inappropriately classified.

Reclassification requests will be processed and subsequent decisions relayed within 60 days of the request.

Process

All reclassification requests are initiated by completing and submitting an updated job description to the Associate Superintendent.

The job description should identify the nature of the submission, the class being requested (if applicable) and should describe the changes in the work justifying the request. The job description must be signed and dated by both the incumbent (if applicable) and site supervisor.

In cases where a site supervisor does not support a reclassification request, the incumbent may request a review without the site supervisor's signature on the job description. In such instances, the site supervisor should explain to the employee the reasons for not supporting the request.

Reclassification requests received in the MESC office will be date stamped upon arrival, logged and acknowledged in writing to the sender within ***ten (10) calendar days or receipt of being stamped***.

Reclassification requests shall be processed in a timely manner; however, shall be targeted for completion within ***sixty (60) calendar days of submission***.

Classification decisions will be documented and sent to the site supervisor and the incumbent (if applicable). A copy of the decision will also be placed on the position file along with any audit notes and documented analysis.

Effective Dates for Classifications

Process

Classification Decision Resulting in a Higher Classification

The effective date of a reclassification decision resulting in a higher level classification will be the first day of the month following the date upon which the job description stamped as received in the MESC Authority Office.

Classification Decision Resulting in "No Change"

The effective date of a reclassification decision resulting in no change will be the first day of the month in which the classification decision is rendered. This decision is essentially recognized as an update on the classification at that point.

Effective Dates for Classifications

Beliefs

MESC is committed to ensuring the fair and equitable treatment of its employees. Inappropriately classified positions create internal inequities that compromise this philosophy and impact the integrity of the classification system.

Inappropriately classified positions are those jobs in a class with a salary that is higher than what is warranted based on a classification review.

Process

If a classification review identifies that a position is inappropriately classified, the following options are available for addressing the inequity:

'Green-Circle' the Position

- Maintains the classification of the position at its current level until it is vacant or for two (2) years, whichever is shorter;
- After this time, the position is reviewed and classified appropriately;
- Site Supervisors should be advised of such positions;
- Incumbents are permitted to receive market and performance adjustments in accordance with existing pay administration while the position is green-circled;
- Such positions are not to be utilized as a comparator for other classification considerations.

'Red-Circle' the Position

- The position is classified appropriately;
- The incumbent's salary is maintained at the current pay rate;
- Incumbents would not be entitled to receive market or performance adjustments until their current salary falls within the pay grade of the appropriate classification.

Reclassify the Position

- The position is classified appropriately;
- The incumbent's salary is adjusted down to an appropriate rate of pay.

Appeal Process

Process

An employee may appeal the reclassification decision made by the Associate Superintendent of People Services by submitting a request in writing to the ***Superintendent*** within **twenty-one** (***21) calendar days*** of receipt of the reclassification decision.

The written appeal shall provide rationale for the appeal along with any new information which is of relevance. Where new information is provided, explanation shall be provided (where possible) to explain why the information would not have been available at the time of the original review.

Classification appeals will be reviewed by the Superintendent upon receipt of the written appeal. This review will determine if there is any justification for revising the reclassification decision.

The Superintendent will issue the appeal decision, along with a revised reclassification decision, if applicable, in writing to the employee. The decision of the Superintendent shall be final.

Where the reclassification decision is amended, the effective date of any changes shall be the first day of the month following the rendering of a revised reclassification decision.

All documents related to the appeal, including any documentation related to the review or resulting decisions, shall be retained on the position file in the MESC Central Office.

Job Descriptions

As previously discussed, the job description is:

A tool created by the employee and their supervisor to describe his/her position in detail and with attention to regular and predictable functions.

In addition to its role in the job evaluation process, the job description serves several purposes:

- Clarifies the roles and responsibilities for both the employee and the employer;
- Identifies the key performance goals and objectives;
- Source document for training and development;
- Provides a consistent basis for recruitment and selection efforts;
- Basis for organizational planning and restructuring.

Given the broad application of job descriptions, and the degree to which an organization relies upon the information contained within them, it is imperative that they remain current and substantially standardized across the organization. Notwithstanding, the job description is typically prepared by the individuals most familiar with the work - the incumbent in the job and their site supervisor. In order to assist in providing consistency in the exercise, it is beneficial to follow a template format for creating job descriptions.

Prior to completing this exercise, one should review the following checklist:

- Have all the duties been described?
- Is the information precise, concise and factual?
- Does the document adequately reflect the roles and responsibilities?
- Has the site supervisor and employee both signed the document indicating their agreement on content?

Classification Specifications

As previously discussed, a classification specification is:

A descriptive summary of duties that serves as a standard against which individual positions are measured to establish their relative ranking. It is a summary of one or more job descriptions, however, is intended to accurately describe the primary function of the classification.

The classification specifications constructed by an organization provide the standards for their organizational structure, planning and review. They need to be managed and updated as the organization and its needs evolve and change. The classification specifications for MESC are available from the People Services Branch.

Casual/Supply Teachers

Casual/Supply Teacher Responsibilities

1. Contact Director of Professional Staff or Director of Support Staff to inform them of their intent to be a casual worker or substitute worker.
2. Complete/provide the following document to the People Services Branch
   - Copy of Status Card
   - Payroll Master Form
   - TD1/TD1AB forms
   - Direct Deposit Authorization Form or Void Cheque
   - Copy of Vulnerable Sector Check (Completed within the last year*)
   - Copy of Child Intervention Record Check (Completed within the last year*)
   - Copy of Valid Alberta Teaching Certificate
   - Relevant Certificates to the Position
   - Resume
3. Read the MESC Casual/Supply Teacher Welcome Letter and have copies of blank time sheets
4. Will be responsible for taking their time sheet to each site and getting it signed by the Site Supervisor.
5. The Casual/Supply Teacher will be responsible for submitting his/her timesheet to payroll by 3:00pm according to the cut off dates outlined in the Welcome Letter.
   Notifying the Directors if there is a change in contact information.

Director Responsibilities

1. Ensure that all the paperwork is completed by each casual/substitute.
2. Provide the casual/supply teacher with the Welcome Letter.
3. Provide an updated list to Site Supervisors on a ***regular*** basis:
   - Director of Professional Staff will provide updated list to Principals (Teachers)
   - Director of Support Staff will provide updated list to Facilities, Food Services and Principals (Support Staff)
4. Director of Professional Staff will update the Welcome Letter as needed.

PS Administrative Assistant Responsibilities

1. Will enter the casual/supply teacher information in Atrieve
2. Will ensure that the category field in Atrieve states “casual” or “substitute”

Site Supervisors Responsibilities

1. Will contact the casual/supply teacher as required.
2. Will ign the casual/supply teacher timesheet.

Questions

For more information regarding the Maskwacis Education Schools Commission People Resources Procedures please contact the Associate Superintendent: People Services

Maskwacîs Education Schools Commission
Phone: 780-585-3333
P.O. Box 58 Maskwacis, AB
T0C 1N0

Appendix

MESC HR Process