



COMMISSION SCOLAIRE SIR-WILFRID-LAURIER
SIR WILFRID LAURIER SCHOOL BOARD

Policy n° 2000-HR-02:	Regulating the Working Conditions of Management Staff Represented by the Association québécoise des cadres scolaires – Sir Wilfrid Laurier Section
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NOTE: The masculine gender, when used in this document, refers to both women and men. No discrimination is intended.

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DEFINITION OF TERMS

Administrator:	A person who holds a management position in a service, in a school or in an adult/vocational education centre as defined in the Regulation.
Association:	The Sir Wilfrid Laurier Section of the Association québécoise des cadres scolaires (AQCS).
Board:	The Sir Wilfrid Laurier School Board.
Classification:	As per the <i>Regulation respecting certain conditions of employment of senior staff of school boards and of the Comité de gestion de la taxe scolaire de l'île de Montréal</i> (Chapter 2, Division 1 – p. 3).
Council of Commissioners:	The governing body of the Board.
Day:	Working days.
Employee Files:	Two (2) files: Human Resources file - held in Human Resources Department Professional file - held by the Director General.
Head Office:	The administrative centre of the Board.
Members of the Association:	Any school, centre or service Administrator can become a member of the AQCS. An Administrator need only apply to automatically become a member of the AQCS by virtue of his application. Also, any person occupying a position that is governed by the <i>Regulation respecting certain conditions of employment of senior staff of school boards and of the Comité de gestion de la taxe scolaire de l'île de Montréal</i> may apply and automatically become a member of the AQCS by virtue of his application. Only those occupying senior executive positions may NOT be members of the AQCS. Members of the AQCS who are also members of another association will not benefit from any provisions in this policy which are governed by their other association.
Placement:	Assignment in a given position.
Position:	The official rank or status of an Administrator.
Posting:	Call for application for a position.
Priority of Consideration:	Internal candidates will be interviewed prior to external candidates and will constitute the benchmark which external applicants will be expected to meet.

Professional Relations Committee (PRC):	Committee formed to oversee the application of this policy and consisting of three (3) representatives from Head Office [Director General + two (2) delegates] and three (3) representatives of the Association.
Regulation:	<i>Regulation respecting Certain Conditions of Employment of Senior Staff of School Boards and of the Comité de Gestion de la Taxe Scolaire de l'île de Montréal, in effect.</i>
Senior Executive:	Director General, Assistant Director General, Senior Advisor to Management.
Senior Staff Member – Centre:	Centre Director, Assistant Centre Director.
Senior Staff Member – School:	Principal, Vice-Principal, Administrative Service Supervisor.
Senior Staff Member – Service:	Director, Assistant Director, Coordinator, Foreman, Superintendent, Administration Officer, Personnel Management Consultant, Manager or any other position as per the Regulation.
Special Project:	A temporary project to fill a temporary need.
Temporary Replacement:	See Regulation.



PREAMBLE

The Board and the Association agree on the statements below as philosophical and professional rationale guiding this policy in its objective to attain education success, quality services and a positive working environment.

The professional involvement and participation of its Administrators are essential to the achievement of the Board's mission.

The involvement of the Administrators in the development of policies and in the decision-making process is a critical element in ensuring the professional commitment and collaboration of all administrators to achieve their professional goals and aspirations.

The working conditions shall be conducive to the ideals of enabling Administrators to achieve their professional goals and aspirations while respecting the needs of the Board.

RECOGNITION

In conformity with the Regulation, the Board recognizes that the executive of the Sir Wilfrid Laurier Section of the AQCS represents the Association for purposes of consultation on the local policy governing working conditions. The implementation of the local policy governing working conditions is overseen by the Professional Relations Committee.

APPLICATION

The Board and the Association agree on the following principles governing the application of this policy.

1. The working conditions determined at the local level shall be added to the conditions of employment prescribed by the Regulation but may, in no case, contravene the Regulation.
2. This policy has been developed in accordance with the provisions of the Regulation. It determines the working conditions of Administrators, which reflect the needs of both the centres and school milieu and the head office, and establishes close and harmonious ties with the Administrators and the Association which represents them.
3. The local policy deals with:
 - Administrative organization
 - Payment of salary
 - Consultation and participation
 - Job descriptions and eligibility criteria
 - Classification and Employment Plan including, in particular, selection, probation, professional files and suspension
 - Employment benefits including, in particular, annual vacation, statutory holidays, compensatory time and leaves without pay
 - Professional improvement
 - Professional dues
4. This policy shall apply as soon as the Board approves it by resolution, and it shall remain in force until it is amended by resolution.
5. Where the Board intends to amend the local policy, it must notify and consult the Association regarding the proposed amendments. Moreover, the Association may request amendments to the local policy, in which case the Association shall submit its proposed amendments to the Board which must respond thereto.
6. In the event of non-conformity by either party to adhere to this policy, the procedures of the Regulation will be applied.

CHAPTER 1

1.1 PROFESSIONAL RELATIONS COMMITTEE

- 1.1.1 The Professional Relations Committee shall monitor the application and interpretation of all clauses contained within this policy.
- 1.1.2 The committee will meet at the request of either party and will determine its own internal rules. This committee shall be named no later than September 15 of each year.
- 1.1.3 Any problem related to the interpretation or the application of this policy will be referred to the Professional Relations Committee, who will convene to study the problem and will prepare its recommendations for the Board and the Association.
- 1.1.4 A joint meeting of the Administrators Associations' PRCs shall be scheduled at the request of both executives or with the agreement of both executives.

CHAPTER 2

2.1 ADMINISTRATIVE STRUCTURE

- 2.1.1 The administrative structure refers to the administrative positions that are in place and approved by the Council of Commissioners (see section 133 of the Regulation).
- 2.1.2 Prior to any changes in structure, the Board, respecting the rules governing consultation (see section 182 of the Regulation) shall consult the Association on its organizational plan through the PRC at least thirty (30) days prior to adoption by the Council of Commissioners.

2.2 STAFFING

- 2.2.1 The Board shall consult the Association on any change to staffing requirements, or modification of existing administrative assignments, and will inform the Administrators concerned of the impending changes. This includes changes in job descriptions of members of the association, the number of positions and locations of positions.
- 2.2.2 The Board shall inform the association of its staffing plan as well as the vacancies that will have to be filled at least thirty (30) days prior to a recommendation to the Council.

2.3 SPECIAL PROJECT

- 2.3.1 Before creating a special project, the Board must consult the PRC.
- 2.3.2 The consultation must specify the following information:
 - the objective(s) of the project
 - the nature of the project
 - the duration of the project
 - the personnel required for the project
 - the source of funding for the project.
- 2.3.3 A special project may not exceed thirty-six (36) months from the start date.

- 2.3.4. In the event that the Board deems that the special project position is required on a permanent basis and after consulting with the PRC, it shall proceed with the process outlined in clause 2.1.2. This newly created position will be posted internally only and made available to all Administrators.

CHAPTER 3

3.1 ROLE DESCRIPTION AND CRITERIA OF ELIGIBILITY

- 3.1.1 All Administration positions will have a role description and criteria of eligibility.
- 3.1.2 The Board shall establish the role description of each position according to the Regulation.
- 3.1.3 The role description of each new position will be subject to consultation with the Professional Relations Committee prior to posting. The role description will include any related powers or specific mandates accorded by the Council of Commissioners or by the Director General.
- 3.1.4 The criteria of eligibility for any Administrator position must be in accordance with the Regulation. Any additional criteria may be included only after consultation with the Association via the Professional Relations Committee.
- 3.1.5 Administrators will be considered eligible for the position and any position of the same or inferior status, subject to the requirements.

CHAPTER 4

4.1 CLASSIFICATION

- 4.1.1 It is the responsibility of the Board to classify all its Administrators in accordance with the Regulation.
- 4.1.2 The Board will review, adjust and inform each of its Administrators in writing of his classification, function, status and salary no later than November 30 of each year.
- 4.1.3 The Board will transmit to the Association, no later than November 30 of each year, a list of its Administrators with the classification and salary scale.
- 4.1.4 All newly appointed Administrators will receive from the Board, access to the documents on the working conditions of the Administrator (the Regulation and the local management policy).

CHAPTER 5

5.1 SELECTION

- 5.1.1 The Board will give priority of consideration to all of its AQCS member Administrators for any Administrator positions available. All candidates must possess the minimum requirements, or equivalencies. To ensure this, the Board will inform all Administrators of the vacancy prior to posting a position.
- 5.1.2 Newly created, vacant positions or specific assignment in the context of a special project, will be offered to all present Administrators, including those in surplus.

5.1.3 When qualified candidates from within its administrative ranks apply for an administrative position and are not retained, and following consultation with the Association, the position will be posted internally and externally.

5.1.4 In the case where the Board decides not retain the application of an Administrator for the interview process, it shall inform the individual concerned and of the reasons for its decision. The Association may request further clarifications should the Administrator make this request.

5.2 SELECTION COMMITTEE

5.2.1 The Board will form a selection committee as follows:

- One (1) Commissioner
- Director of HR or delegate
- One (1) member of the AQCS, named by its Executive
- One (1) member of the Sir Wilfrid Laurier Administrators' Association (SWLAA), named by its Executive
- Director General or delegate
- For the selection of a subordinate position, the immediate superior will be on the committee in place of the relevant Association member.

5.2.2 The mandate of the selection committee will be to:

- Review the applications as screened by Human Resources
- Review the evaluation criteria
- Meet and interview each admissible candidate
- Recommend a candidate to Council

CHAPTER 6

6.1 VACANT POSITION

6.1.1 Should a position become vacant, the Director General will proceed to replace on an interim basis until the selection process is completed. The details of the replacement process appear in clause 6.2.

6.1.2 The Director General will consider the voluntary transfers of Administrators prior to posting a vacant position.

6.1.3 In the event that only one (1) Administrator in a regular position applies for the vacant position, the Director General may recommend their appointment to the Council without a selection committee.

6.2 TEMPORARY REPLACEMENT

6.2.1 In the event of an absence during the course of the year in an administrative position, the Director General may name an interim replacement.

6.2.2 To be considered for replacement purposes, candidates must meet the minimal requirements as defined in the Regulation.

- 6.2.3 When the duration of a replacement exceeds six (6) months, the administrator fulfilling the replacement will receive the classification of the temporary position.

6.3 PROBATION

- 6.3.1 Any person named as an Administrator for the first time shall be subject to a probation period of one (1) year in accordance with a process to be established by the Board after consultation with the AQCS Executive (as per the Regulation).

6.4 EMPLOYEE FILES

- 6.4.1 The Board undertakes to comply with *the Act respecting access to documents held by public bodies and the protection of personal information*.
- 6.4.2 The Board will have an employee file known as the Human Resources file for each of its Administrators, which will be stored in the Human Resources Department.
- 6.4.3 In addition, the Director General will have an employee file known as the Professional file for each Administrator. The Director General has the sole responsibility for this file.
- 6.4.4 Administrators may consult either of their employee files upon request.

CHAPTER 7

7.1 DISCIPLINARY MEASURES

- 7.1.1 If the Board intends to take disciplinary measures, it shall convene, in written form, with a 48-hour notice, the individual concerned to a meeting and copy the Association president on the convening letter unless the urgency of the situation requires a shorter delay. In such case, a 24-hour notice shall be required.
- 7.1.2 The letter shall indicate the reasons for the application of disciplinary measures.
- 7.1.3 In the disciplinary meeting where a disciplinary measure will be issued, the Board will be represented by the Director General and/or his delegate and/or an additional senior staff member. The Administrator may have a representative of the Association present at the meeting.
- 7.1.4 A copy of any disciplinary measure given to any Administrator shall be sent to the Association president upon request of the individual concerned.
- 7.1.5 The Administrator concerned or the Association president shall have the right to respond in writing to any disciplinary measures that the Board may place in the Administrator's Human Resources File.
- 7.1.6 Disciplinary measures will be kept in a sealed envelope in the Administrator's Human Resources file and will be managed as follows:
- 7.1.6.1 Every warning letter will become null and void after 100 days after the date it is issued.
- 7.1.6.2 Every letter of reprimand will become null and void after 200 days after the date it is issued.

7.1.6.3 In the case of a subsequent disciplinary measure within the time period prescribed above, the expiry date of the remaining measures in the Human Resources file shall automatically be carried forward to the expiry date of the latest disciplinary measure.

7.1.6.4 Any disciplinary letters null and void will be returned to the Administrator. The Board may revoke any disciplinary measure listed in the Administrator's Human Resources file prior to term.

7.1.7 Should an Administrator contest any disciplinary measure taken, they may request that their case be brought to PRC for review.

7.1.8 When a member of the Association leaves the Board, a copy of the Administrator's Human Resources and Professional files will be remitted to the individual upon request.

7.2 SUSPENSION

7.2.1 For reasons of insubordination, incompetence, immorality, negligence or gross misconduct, the Board may suspend an Administrator.

7.2.2 This suspension shall apply only after the Administrator and/or a representative of his Association has met with the Director General and/or his delegate and/or an additional Senior Staff Member.

7.2.3 The board shall advise the Administrator of the suspension in writing. This notice shall include:

- The date and length of the suspension;
- The reasons for the suspension;
- The conditions for return to work.

7.2.4 The suspended Administrator may submit his case to the PRC.

7.2.5 After examining the case, the Board shall, within fifteen (15) days of the suspension, reinstate the Administrator or take the necessary steps for dismissal.

7.2.6 Should an Administrator disagree with the suspension, the case will be referred to the provincial level of AQCS.

7.2.7 Suspension is with pay pending the decision of the Director General or his delegate.

7.2.8 All suspensions without pay shall be ratified by Board resolution.

7.2.9 An Administrator who is cleared of any wrongdoing, after or during a suspension, shall be reinstated in their actual position with no loss of salary and receive a copy of the Board resolution confirming exoneration of all blame.

7.3 TERMINATING A CONTRACT OR DISMISSAL

7.3.1 The Administrator and the Director General or his delegate may jointly agree to terminate a contract of employment.

7.3.2 Suspension leading to termination of a contract or dismissal shall be for reasons stated in clause 7.2.1 for criminal action and/or for repeated actions involving several disciplinary measures.

- 7.3.3 The Director General or his delegate shall advise the Administrator of the suspension leading to the termination of a contract or dismissal in writing. The notice shall include:
- The date of the suspension;
 - The reasons for the suspension;
 - The date, time and place where the recommendation for dismissal will be presented to the Council of Commissioners. The meeting must be within fifteen (15) and thirty-five (35) days from the receipt of the notice;
 - The right to address/intervene at Council with or without a representative of the Association.
- 7.3.4 The first fifteen (15) days is intended for the Association to investigate and intervene on behalf of the Administrator.
- 7.3.5 Should an Administrator object to the dismissal, the case will be forwarded to the provincial level of the AQCS.

CHAPTER 8

8.1 PLACEMENT

- 8.1.1 The Board shall proceed with voluntary placements of its administrative personnel prior to the opening of any position.
- 8.1.2 On or before May 1 of each year, unless otherwise indicated, each Administrator will be deemed to have been confirmed in his position.

8.2 VOLUNTARY PLACEMENT – PLACEMENT OUTSIDE THE CLASSIFICATION PLAN

- 8.2.1 The Administrator involved in voluntary placement may benefit from the salary adjustment clauses found in the Regulation.

8.3 ADMINISTRATIVE REORGANIZATION

- 8.3.1 In the event of an administrative reorganization resulting from a Board resolution, any Administrator whose position is abolished will maintain security of employment and will be entitled to another vacant position provided the eligibility criteria of the vacant position are met.

8.4 SURPLUS OF PERSONNEL

- 8.4.1 An Administrator on surplus will have priority for placement purposes when another position of equal or lesser salary becomes vacant.
- 8.4.2 Prior to determining surplus, the Board must consider the following:
- Voluntary departures
 - The intentions (career plans) of its Administrators
 - Pre-retirements
 - Voluntary demotions
 - Surplus depletion measures
 - Relocation within or outside the Classification Plan
 - Separation bonuses
 - Other possibilities

- 8.4.3 In the event that the surplus of personnel is not completed as per clause 8.4.2, the Association must be consulted about the criteria that will be applied. Among the criteria will be administrative experience; academic qualifications; pertinent professional improvement activities; the needs of the organization.
- 8.4.4 The Board and Association will jointly agree to the additions of any other criteria and will work towards finding a resolution to any problems arising from the application of clause 8.4.3.

8.5 CIVIL RESPONSIBILITY AND CRIMINAL PROCEEDINGS

- 8.5.1 The Board shall cover all legal expenses for any Administrator accused in any civil or criminal suit files while in the performance of duties carried out in good faith according to established or approved Board policies and procedures. Exception is made if the Board itself takes such action. The Board will not reclaim any expenses unless it has been established through a court decision that the Administrator has committed a serious offence or demonstrated gross negligence.

The administrator has the right to add to the prosecutor chosen by the Board, if necessary, his own prosecutor, however related costs shall be covered by the administrator.

As soon as the Board's civil liability is recognized by the latter or established by the court, the Board compensates any administrator for the total or partial loss, theft or destruction of personal property normally used or brought to his workplace, unless the administrator has shown gross negligence; in the event that such loss, theft or destruction is already covered by insurance held by the administrator, the compensation paid will be equal to the loss actually suffered by the administrator.

An administrator who claims to be entitled to compensation under this chapter must produce a written document in support of his claim.

CHAPTER 9

9.1 ANNUAL VACATIONS

- 9.1.1 Annual vacation is determined by the Regulation and is to be taken in agreement with the immediate superior.
- 9.1.2 Vacations may not incur any additional expenses to the Board, the School, the Centre or the Service.
- 9.1.3 The annual vacation for Administrators is thirty (30) days.
- 9.1.4 For vacation purposes, the year begins July 1 and ends on June 30.
- 9.1.5 Vacation is earned at the end of the first year worked. New Administrators, however, may request an advance of days from their superior not to exceed ten (10) days.
- 9.1.6 The Administrator shall submit his vacation plan to his immediate superior according to the process and the annual deadline established by the Board.
- 9.1.7 The Administrator shall be entitled to at least four (4) weeks of vacations during the summer period unless another agreement has been made with the immediate superior. In-school Administrators should normally schedule vacations when the students and staff are not present.

- 9.1.8 Annual vacations are normally NOT cumulative. However, an Administrator may defer some of his vacations to the following year in a written agreement with the Director General.
- 9.1.9 In the case of hospitalization or convalescence during the course of a scheduled vacation period, this time period shall be considered non-vacation time and the Administrator may defer these days to be taken at a later time.
- 9.1.10 All deferred vacation as per clauses 9.1.8 and 9.1.9 may be taken with the approval of the immediate superior.
- 9.1.11 The Winter (December/January) break is granted to members of the AQCS section of the Sir Wilfrid Laurier School Board and is excluded from the vacation period.

9.2 STATUTORY HOLIDAYS AND SPECIAL LEAVES

- 9.2.1 The Board shall accord to its Administrators all the statutory days and special leaves that are granted to its unionized personnel.
- 9.2.2 When a day described in clause 9.2.1 conflicts with the vacation period of an Administrator or if an Administrator must work during that period, these days will be taken at a later date in agreement with the immediate superior.

9.3 COMPENSATORY TIME

- 9.3.1 The Board will take into consideration those hours that are required to accomplish the assigned takes and are outside the normal workweek. This consideration will take the form of compensatory time.
- 9.3.2 A maximum of ten (10) days, as compensatory time, may be accorded to an Administrator by their immediate superior. This time is exclusive of the vacation period noted in clause 9.1.3.
- 9.3.3 Compensatory days cannot be accumulated. They must be taken during the course of the year in agreement with the immediate superior, and only after vacation time has been exhausted.

9.4 LEAVE WITH SALARY (STUDY)

- 9.4.1 The Board may agree to allow an Administrator to be paid while on leave for study purposes provided the leave is directly linked to a Board need. The Administrator shall maintain all rights and privileges and shall be assured of his position upon return.

9.5 LEAVE WITHOUT SALARY

- 9.5.1 The Board may agree to allow an Administrator a leave without salary for personal matters, in service or for any valid reason.
- 9.5.2 If the Board refuses the Administrator's request, it shall do so for cause and inform the Administrator of the reasons in writing.
- 9.5.3 The Board and the Administrator will agree as to the duration of the leave and to the protocol for return to work.
- 9.5.4 The Administrator may request an extension. This request must be made sixty (60) days prior to the end of the leave.

- 9.5.5 During any leave granted by the Board, the Administrator shall continue to accumulate seniority and years of experience and will be entitled to all the benefits of a full-time employee in the areas of insurance, vacations, and all other benefits.
- 9.5.6 After a one-year absence, the Administrator shall be entitled to return to his original placement.
- 9.5.7 After an absence of more than one year, the Administrator may be assigned to his original placement or be given an equivalent placement.
- 9.5.8 The Board and the Administrator on leave may agree to an early return to work.

9.6 LEAVE FOR PUBLIC OFFICE OR PROFESSIONAL PURPOSES

- 9.6.1 The Board will allow an Administrator a leave of absence without pay for any reason relating to public office, social or professional demands that it deems valid.
- 9.6.2 An Administrator who obtains leave for professional affairs or public office must reach an agreement beforehand with the Board on the terms and conditions of the leave and eventual return to work.
- 9.6.3 The Board recognizes that its Administrators have the same rights as any member of the public to participate in public affairs.
- 9.6.4 An Administrator who announces an intention to run as candidate at the municipal, provincial or federal level will be eligible for a leave of absence without pay for the duration of the electoral campaign.
- 9.6.5 If elected, the Board will accept the Administrator's request for a leave of absence, without pay, for the duration of the mandate.
- 9.6.6 The Administrator on a leave of absence without salary to fill a public office must give the Board at least thirty (30) days' written notice of his intention to return to work at the Board.
- 9.6.7 During any leave granted by the Board, the Administrator shall continue to accumulate years of service.
- 9.6.8 An Administrator called for jury duty or called as witness, in a case where the Administrator is not a party, shall maintain full salary without penalty.
- 9.6.9 The Board will agree to release, without penalty, any Administrator under the following conditions, at the request of the Association:
 - To participate in local or provincial negotiations;
 - To participate in the PRC or in committees;
 - To participate in activities called by the Association.
- 9.6.10 The Board will renew any request for a continuance of a leave of absence for Association activities.

9.7 TRAVEL AND PERSONAL EXPENSES

- 9.7.1 Any Administrator is entitled to reimbursement for expenses incurred while in the exercise of his duty in accordance with Board policy.

CHAPTER 10

10.1 SALARY DISBURSEMENTS

- 10.1.1 The Board will disburse the annual salary into payments every two weeks by direct deposit.
- 10.1.2 Salary instalments will be paid by direct transfer to the bank account identified by the Administrator.
- 10.1.3 Adjustments that result from changes in classification will be made no later than the second pay in November of each year.
- 10.1.4 Administrators will have access to their pay slips by electronic means.

10.2 PROFESSIONAL DUES

- 10.2.1 The methods of remitting all professional dues will be a topic for agreement between the Board and the Association.
- 10.2.2 The Board will transmit, prior to September 30 of each year, to the local and provincial Associations an updated listing of the name of each Administrator and his:
- Classification;
 - Salary;
 - Place of work, address, phone number;
 - Personal address and phone number;
 - Email address;
- 10.2.3 The Board will deduct the dues according to the agreement between it and the Association with respect to all the members belonging to the Association.
- 10.2.4 At the beginning of June, if necessary, the provincial or local Association will contact the Board in order to determine the annual professional dues to be deducted.

CHAPTER 11

11.1 PROFESSIONAL DEVELOPMENT

- 11.1.1 The Board and the Association agree that professional development of the Administrators involving in-service or pre-service activities, conferences and seminars, university courses and project research is integral to the goals of the school system. Professional development is vital to ensure:
- The acquisition or development of skills needed to help Administrators in their daily work;
 - The acquisition of new skills or attitudes relative to the evolution of the increased responsibilities of the Administrator;
 - The enhancement of the quality of service and the effectiveness and the efficiency of the administrative team;
 - The individual professional growth of the Administrators in areas of interest or in areas directly relevant to their function.
- 11.1.2 The Board shall budget, for professional development purposes, an amount equal to 1% of the gross salary of the members of the Sir Wilfrid Laurier Section of the Association québécoise des cadres scolaires.

11.1.3 The Board shall allocate to each member, for professional development purposes, an amount equal to 1% of his individual gross salary.

11.1.4 An Administrator may carry forward the surplus in his professional development budget each year for a maximum of three (3) years.

CHAPTER 12

12.1 SUPPORT TO ADMINISTRATORS

The Board recognizes the need for coherent actions to support the delivery of educational services in its head office, schools and centres. In order to promote success for Administrators responsible for implementing the curriculum and managing the associated human resource the following support is offered:

12.1.1 Mentoring

As a general rule, the Board will consider new Administrators as those who have been in a new administrative position for two (2) years or less as eligible for this service. Mentoring services will be made available to all Administrators on a voluntary and confidential basis.

12.1.2 Support will be provided to Administrators who will supervise for the first time.

12.1.3 New Administrators Session

Every school year, in July, newly nominated Administrators will be invited to an introductory session at which an overview of each department's responsibilities and resources will be presented. This session is meant to develop a support network among new Administrators and departments. An Association representative will be part of the introductory session.

12.1.4 Administrators' Performance Appraisal Process

Each school year, all Administrators will be invited to establish professional objectives. In September of each school year, Administrators will submit their professional objectives to their immediate superior.

During the course of the year, professional exchange occurs based on these objectives in order to monitor their evolution and support their actualization.

In January of each school year, the career plans submitted to the Director General by each Administrator will provide an update of their professional objectives for the current year.

Each school year, the immediate superior will invite Administrators to reflect on their professional objectives in order to provide them with feedback on their performance.

The Director General will establish a direct link with a group of Administrators and provide them with detailed feedback, prioritizing new Administrators.

All Administrators will receive feedback from their immediate superior during the appraisal process.