



**Articles in boxes identify the provisions adopted by the Board of Directors. The other provisions were adopted by the Executive Committee.**

The Cree Board of Health and Social Services of James Bay is committed to an equitable, systematic and consistent approach to recruitment and selection of its staff in order to attract, select, and retain the most competent individuals. This Policy has been developed with preoccupations for coherence and efficiency of the process as well as in conformity with the regulations, working conditions in effect, case law and other applicable laws. This Policy is intended to establish the rules ensuring the quality of services within the organization.

1.1	This Policy governs the recruiting and the selection of all managers to fill temporary or vacant positions within the Cree Board of Health and Social Services of James Bay (CBHSSJB). However, this Policy does not apply to the Executive Director, physicians, pharmacists and dentists since they are covered by other provisions or regulations.
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Page 1 of 30 / Staffing Policy for Managers

## 2) Definitions

In this Policy, the following words or expressions mean:

- a) **Employer or organization:** the Cree Board of Health and Social Services of James Bay;
- b) **Competent Authority:** the Executive Committee or the Board of Directors whichever is the deciding authority in the approval of hiring;
- c) **HR:** CBHSSJB Human Resources Services;
- d) **Immediate Supervisor:** the person responsible for the supervision of a given management position. The Board of Directors assume this role in the case of the Executive Director;
- e) **Personnel Plan:** the organizational chart, the list of all permanent positions (full-time and part-time / Status 1 and Status 4) and the related budget for each department and community.

## 3) Roles and responsibilities in the coordination of the staffing process

3.1 HR coordinates all the Employer's recruiting activities and its different steps, and provide support to the Competent Authority and Immediate Supervisors in the fulfillment of their responsibilities.

3.2 HR supports the implementation of the Employer's global vision and planning and shall therefore revise on a regular basis the recruiting situation and the staffing needs of the organization and adapt the process in order to ensure the efficiency of the process.

HR shall also develop necessary tools and take the appropriate measures and actions in order to support such efficiency.

3.3. The Immediate Supervisor ensures the evaluation and planning of his needs in accordance with the personnel plan, budget available, environment and orientation of the organization and resources and facilities available.

The Immediate Supervisor contacts HR to get support for the implementation.

3.4 The HR Director has the responsibility to:

- a) contract or make recommendations to contract agreements with outside organizations for recruiting and/or selection of candidates;
- b) contract or make recommendations to contract agreements with the governmental employment centres or any other organization for the hiring of personnel within the framework of subsidizing employment programs;
- c) make a candidate's hiring official (without regards to the status or the source of funding of such position);
- d) authorize the expenses incurred during the recruiting and/or the selection procedure of candidates.

However, the HR Director may delegate certain responsibilities related to paragraph c) to the HR Coordinator.

#### **4) Basic conditions**

##### **Personnel Requisition, Documents and Information**

4.1 To initiate the staffing process, the Immediate Supervisor responsible for the position sends the following documents and information to HR:

- a) completed Personnel Requisition Form (see **Appendix E**);

Moreover and more specifically:

- b) for vacant positions or position temporarily deprived of its incumbent:
  - i. notice of departure(**Appendix E**)
  - ii. proof of actual departure (letter of resignation, confirmation letter of leave of absence, etc.)
- c) for new positions :
  - i. proof that the position is authorized by the Board of Directors and is budgeted. Positions will not be posted or advertised until the required proof of approval of positions and availability of funding have been provided.

4.2 Before the recruitment process begins, HR ensures that:

- a) an updated job description is in effect;
- b) office space and housing (if needed) are available;
- c) sequence and priorities are established when several positions are to be filled at the same time within the organization.

4.3 When the Personnel Requisition and required documents are received by HR and after consultation with the Immediate Supervisor, Human Resources:

- a) revise the request and the information provided;
- b) verify and validate the applicable job description and up-date it, if need be;
- c) determine any additional requirements for the position;
- d) establish the process timeline.

4.4 In order to ensure efficiency in filling positions, all requests must be sent to HR as soon as an Immediate Supervisor is aware of a need.

## **5) Posting**

When a posting is necessary, the rules established in this section apply.

5.1 All postings must be approved by HR.

5.2 In collaboration with the Immediate Supervisor, HR prepares the posting, decides of its content and of the language of publication.

5.3 All postings for management positions are external postings and must be posted for at least 15 days.

5.4 When applications are not satisfactory after the initial posting, HR may decide to extend the duration of the posting or have a second posting.

### **Means and Strategy**

5.5 After consultation with the Immediate Supervisor, HR will proceed to the postings by taking into account the needs to be filled as well as the financial resources available. HR will namely consider the following strategies:

- a) using the different media available, such as, web sites, local radio, newspapers, magazines of professional corporations, etc.;
- b) contacting private placement agencies or services of placement networks from educational institutions;
- c) posting in public locations (Band offices, post office, etc.);
- d) consulting the different banks of curriculum vitae maintained by the Employer or public recruiting networks such as the Canada Employment Centre as well as the Centre Travail Quebec.

5.6 The manager of each establishment and office ensures that all postings received from HR are posted in a place accessible to all concerned employees and public.

## **6) Pre-selection**

### **Reception of the curriculum vitae**

6.1 All curriculum vitae must be sent to HR. When a department or establishment receives directly an application, it must immediately be forwarded to HR.

6.2 Acknowledgement receipts should be sent to all applicants; however, HR may waive this by a note in the posting. If applications are received when there is no opening, HR informs the individual that his application was received and, if pertinent, will be kept in a bank for six (6) months for future openings.

### **Processing of the applications**

6.3 HR evaluates the applications and establishes a list of applicants who meet the basic requirements of the posting. The list is sent to the Immediate Supervisor with the following information:

- a) summary of the qualifications;
- b) Cree beneficiary status.

HR also provides to the Immediate Supervisor, the names of all the other applicants who did not meet the criteria.

HR completes the evaluation grid (*Fiche de Suivi*) for each candidate (see **Appendix A**)

6.4 HR may decide, after consultation with the Immediate Supervisor, if a second posting is necessary in order namely to obtain more candidates.

### **Priority / Cree beneficiary**

6.5 The Employer shall give a Cree Beneficiary<sup>2</sup> applicant priority over all other applicants in filling any interim positions, vacant or newly created positions, insofar as the said applicant can meet the normal requirements of the job.

### **Non retained candidates**

6.6 HR informs in writing all candidates who are not retained at this stage.

## **7) Interviews and Tests**

7.1 A pre-interview of the candidate by telephone maybe conducted by HR in order to verify the basic requirements such as the communication skills in a particular language.

### **7.2 Selection Committee:**

7.2.1 If HR deems it appropriate and after consultation with the Immediate Supervisor, a Selection Committee is established with the following minimum composition:

Type of position	Mandatory Members
Assistant Executive Director	<ul style="list-style-type: none"><li>▪ Executive Director</li><li>▪ Board of Directors will nominate one of their members</li><li>▪ Human Resources Director</li><li>▪ Consultant or Advisor, if necessary</li></ul>
Senior Manager	<ul style="list-style-type: none"><li>▪ Assistant Executive Director (immediate supervisor)</li><li>▪ Board of Directors' Administrative Committee will nominate one of their members</li><li>▪ Human Resources Director</li><li>▪ Consultant or Advisor, if necessary</li></ul>

<sup>2</sup> Beneficiary as defined in paragraphs 3.2.1, 3.2.2 and 3.2.3 of the James Bay and Northern Quebec Agreement.

<b>Intermediate Managers</b>	<ul style="list-style-type: none"> <li>▪ Senior Manager</li> <li>▪ Immediate Supervisor</li> <li>▪ Human Resources Coordinator</li> </ul>
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Selection committees ideally should include both women and men whenever possible, and must have Cree representation on the committee.

#### 7.2.2 HR coordinates the Selection Committee.

#### **Conflict of Interest:**

7.2.3	<p>Where there are issues relating to actual or potential conflict of interest in the selection committee membership, the Director of HR or his delegate should be consulted for advice about the appropriateness of the committee membership.</p> <p>When a person is in a position to influence personnel decisions, such as recruitment, involving a family member<sup>3</sup> or another person with whom he has or has had a valued relationship<sup>4</sup> which might reasonably be seen as a conflict or potential conflict of interest, then this person has a duty to disclose the situation to the Director of HR or his delegate.</p>
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### **7.3 Tests**

7.3.1	HR may set up a certain number of selection tools such as different tests, sample interviews, etc. and adapt them according to the positions to be filled.
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Employment tests are not always required, but they may be appropriate for certain positions. Tests may be conducted as part of the interviewing process and can be requested before, during or after the interview.

Results of the tests may have a direct impact on selecting a suitable candidate.
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### **7.4 Logistic organization of the selection and Travel**

HR is responsible for the logistic organization of the selection processes such as: booking the rooms, calling the candidates, planning the interview schedule, convening of the selection committee, traveling, etc.

Although it is always preferable to conduct the interviews where the position is offered, HR determines the location namely by considering the availability of the persons involved (interviewers and candidates) and the travel costs to be incurred. The candidate who has to travel to the place of interview outside his locality, is reimbursed according to the Business Travel Policy. When a candidate is already working for the organization, he will benefit from a leave with pay for the time of the interview and time required for travel. However, both selection committee members and candidates must use the fastest means of transportation available in order to reduce the time required for travel and the leave with pay will only be recognized accordingly.

<sup>3</sup> Father, mother, step-father, step-mother, foster parent, brother, sister, spouse, child, step-child, ward, father-in-law, mother-in-law, or relative permanently residing with the member or employee

<sup>4</sup> Any relation that that a third party might reasonably believe could cause the individual's action or advocacy to be affected by self-interest in whole or in part and therefore perceived as a conflict of interest.

## **8) Recommendation and References**

- 8.1 The selection committee proceeds to the interviews, deliberates and makes a recommendation from the members to the Competent Authority. The Committee may ask to meet one or several candidates a second time (**Appendix B**).

### **8.2 References**

- 8.2.1 HR must check at least three (3) references provided by the candidate who was retained by the selection committee and provide the results to the said committee. (See **Appendix C** / Part 1 - Reference Check - Consent Form).
- 8.2.2 HR may request the candidate's authorization to conduct a criminal background check according to the provisions of the CBHSSJB Policy on the Criminal Record Checks.

## **9) Hiring and Closing of the Process**

- 9.1 The Competent Authority<sup>5</sup> provides his decision in writing to HR with the expected starting date for the retained candidate. HR contacts the candidate by phone or in writing to offer him the position. An official positive answer should be obtained before the other candidates are informed that their candidacies were not retained. Only HR is entitled to confirm the hiring with the chosen candidate.
- 9.2 After a candidate has accepted the offer of employment, HR informs by letter, e-mail or otherwise all the other candidates who are not retained and who were interviewed.

## **10) Probation Period**

- 10.1 The purpose of a probationary period is to support employees and help them become fully integrated and productive from the earliest opportunity.
- 10.2 The Immediate Supervisor has the responsibility to monitor the progress of new employees during a Probationary period to provide feedback; ensure training and development needs are identified and met; and ensure that the employee is given opportunity to demonstrate their relevant skills, experience and knowledge. Any concerns or problems can be identified, and support and encouragement put in place to enable sustainable improvements to be made if necessary.
- 10.3 Hiring of Managers is subject to a Probationary period of a maximum duration of one year.

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<sup>5</sup> Senior positions have to be approved by resolution of the Board of Directors; intermediate positions have to be approved by resolution the Executive Committee.

## **Review**

- 10.4 The Immediate Supervisor has the responsibility to monitor the progress of new employees, ensure training needs are met, keep the employee informed of their progress and ensure that any problems are sorted out quickly before they become serious concerns. A formal Probationary review **must** be done: At least 30 work days before the end of the probation period (see **Appendix D/** Evaluation – Probation Period).

## **11) Temporary appointment (Interim)**

- 11.1 For temporary appointments to a vacant senior management position or as a replacement in such position when its incumbent is temporarily absent: the Executive Committee may appoint an individual who meets the basic requirements for a duration not exceeding six (6) months, subject to a ratification by the Board of Directors.
- 11.2 For temporary appointments to a vacant intermediate management position or as a replacement in such position when its incumbent is temporarily absent: all appointments must be approved by the Executive Committee.

## **12) Organizational Chart**

- 12.1 Any modification to the organizational chart regarding management positions must be approved by the Board of Directors<sup>6</sup>.

## **13) Final Provisions**

- 13.1 The Executive Director in collaboration with the Executive Committee is responsible for the adoption of criteria and procedures to implement the provisions established in the Present Policy.
- 13.2 The Human Resources Services is responsible for the application of the present Policy and to assess and revise it when deemed necessary.
- However, any person referred to in this Policy must abide to all its provisions and all managers of the CBHSSJB are responsible to ensure that all its provisions are applied and respected.

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<sup>6</sup> Resolution #CBHSSJB 01/115/07 (Job Roster of the CBHSSJB)



Appendix A

Sample  
Fiche de Suivi

		WEIGHTING FACTORS									
		X4	X2	X5	X5	X3	X3	X3	X2		
Last Name	First Name	Education	Certification & designation	Previous work experience	Knowledge of CBHSSJB	Knowledge of prog/reg/rules	Management & supervisory	(tbd)	Cree beneficiary	Address (location: city)	TOTAL
0	0									0	0
0	0									0	0
0	0									0	0
0	0									0	0
0	0									0	0
0	0									0	0
0	0									0	0
0	0										0
0	0										0
0	0										0
0	0										0
Highest score		3	2	3	2	2	2	3	2		66

Weighting Factors		3	2	1	0
A & B Name	Range of 1 to 3				
C. Education	Range of 1 to 3	master degree completed degree as indicated in posting	Bachelor degree completed as indicated in posting	completed related diploma and certificate or partial related degree	(un)related degree or related diploma
D. Certification & designation (work related)	Range of 1 to 2		specific designation (i.e. CMA, OIIQ, other)		none
E. Previous work experience	Range of 1 to 3	3 years (master) or 7 years (Bacc) directly related work experience as indicated on posting	less years but directly related work experience	good work experience but not directly related	non-related experience

<b>F. Knowledge of the CBHSSJB or Knowledge of Cree communities and culture</b>	Range of 1 to 2		Current or former CBHSSJB employee with a good past record	Knowledge of the Cree culture & First Nation health and social issues	none
<b>G. Knowledge of Ministry's program, rules &amp; regulation (social, homecare, medical, nursing, readaptation, etc)</b>	Range of 1 to 2		Knowledge of Ministry's programs, rules & regulations	Previous work experience in social or health sector (outside of Ministry)	other sector
<b>H. Management experience and supervisory experience</b>	Range of 1 to 2		If evidence of management and supervisory experience	If evidence of management experience without supervisory experience	none
<b>I. Other - tbd (quality assurance systems, complaint investigation, problem-solving, ...)</b>	Range of 1 to 3	strong knowledge and skills & experience	knowledge and skills without experience	other experience	none
<b>J. Identified as Cree (beneficiary of the JBNQA)</b>	Range of 1 to 2		Cree beneficiary	Aboriginal (status, non-status, Metis, Inuit)	none

## Selection Committee Report / Management Positions

<b>File Number:</b>		<b>Reference Number:</b>	
<b>Position Title:</b>		<b>Position Number:</b>	
<b>Location:</b>			
<b>Department:</b>			

<b>When Advertised:</b>			
<b>No. of Applicants:</b>		<b>No. of Short listed Applicants:</b>	

Name:	Position:
Name:	Position:
Name:	Position:
Name:	Position:
Name:	Position:

## List of Applicants *(Please attach the “Feuille de Route”)*

Please list short listed applicants in order of merit and provide an overall assessment of each applicant using the *Feuille de Route*. Include a statement about the applicants’ suitability for the position in relation to the selection criteria, written application, referees’ reports, performance at interview or test required as part of the selection process. (Please add or delete rows as necessary).

	Applicant	Comments
1)		
2)		
3)		
4)		
5)		

## Recommendation

**Name of recommended applicant:**

If the preferred applicant is unable to take up the position, it is recommended that:

☐ the next suitable applicant be considered    ☐ the selection committee reconvenes    ☐ the position be re-advertised

## Endorsement of the Selection Committee

**We recommend the hiring as set out above and certify that the selection of the recommended applicant to fill this position has been undertaken in accordance with CBHSSJB recruitment policies and guidelines.**

**Is the recommendation supported unanimously?**    Yes ☐ No ☐    (If no, dissenting member(s) of the selection committee should attach a separate minority report)

**Date:** \_\_\_\_\_



## Appendix C

I, \_\_\_\_\_ authorize the Cree Board of Health and Social Services of James Bay to contact the persons or organizations listed below for the purposes of obtaining current and previous employment reference information including information contained in my personal file(s). These persons are authorized to disclose such information.

Name	Company/organization	Title	Phone #	Relationship

Name (*print*)

Signature

Date

## Appendix D

### *Evaluation for Probation Period*



Conseil Cri de la santé et des services sociaux de la Baie James  
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Cree Board of Health and Social Services of James Bay

### **PROBATION PERIOD**

### **EVALUATION REPORT / PERFORMANCE**

### **MANAGEMENT POSITIONS**

Name:

Employee number:

Position:

Department:

Object of the evaluation:

Probation ☐

Extended Probation ☐

Date commencement of employment:

Duration of the Probation Period:

Expected date of the end of the  
probation period:

## A. Evaluation factors

Guideline: With each group of phrases check off the statement corresponding best to the employee's behaviour. Add your comments in order to nuance your judgement. Use additional pages if needed.

### 1) Planning

- 4 ☐ Demonstrates a significant strength to set objectives, develop action plans, and priorities.
- 3 ☐ In an acceptable way, set objectives, develops action plans and priorities.
- 2 ☐ A few lacks are observed regarding this aspect.
- 1 ☐ Does not succeed in planning his work.  
☐ Does not concern the employee or is unable to answer

Comments:

### 2) Workload

- 4 ☐ Sometimes accomplishes more than what is requested.
- 3 ☐ Accomplishes the requested workload.
- 2 ☐ Accomplishes less than the requested workload.
- 1 ☐ Often omits an important share of his work.  
☐ Does not concern the employee or is unable to answer

Comments:

### 3) Work quality

- 4 ☐ His tasks are always carried out with care and diligence.
- 3 ☐ Makes few mistakes.
- 2 ☐ Frequently makes mistakes.
- 1 ☐ His work often requires to be redone.  
☐ Does not concern the employee or is unable to answer

Comments:

#### **4) Work organization**

- 4 ☐ Organizes his work with efficiency and efficacy
- 3 ☐ Organizes his work adequately.
- 2 ☐ Sometimes makes organization mistakes.
- 1 ☐ Does not succeed in organizing his work.
- ☐ Does not concern the employee or is unable to answer

Comments:

#### **5) Assiduity**

- 4 ☐ Is absent only for reasons out of his control.
- 3 ☐ Is rarely absent.
- 2 ☐ Is absent occasionally.
- 1 ☐ Is absent frequently.
- ☐ Does not concern the employee or is unable to answer

Comments:

#### **6) Punctuality**

- 4 ☐ Respects his work schedule with a great deal of reliability.
- 3 ☐ Rarely goes against his work schedule.
- 2 ☐ Partially respects his work schedule.
- 1 ☐ Does not respect his work schedule.
- ☐ Does not concern the employee or is unable to answer

Comments:

#### **7) Written & verbal communication**

- 4 ☐ Expresses himself with great clarity and precision.
- 3 ☐ His communication skills are satisfactory.
- 2 ☐ Sometimes lack clarity in his communication.
- 1 ☐ Is unable to transmit adequately the information.
- ☐ Does not concern the employee or is unable to answer

Comments:



### 8) Initiative

- 4 ☐ Constantly improves the situations and is imaginative.
- 3 ☐ Occasionally makes suggestions and undertakes actions.
- 2 ☐ Takes very little action to improve the situations.
- 1 ☐ Never exhibits initiative.
- ☐ Does not concern the employee or is unable to answer

Comments:

### 9) Human Relations

- 4 ☐ Contributes actively to maintain and develop good relations.
- 3 ☐ Maintains good relations.
- 2 ☐ Occasionally, finds it difficult to maintain good relations.
- 1 ☐ Usually has difficulty to maintain good relations.
- ☐ Does not concern the employee or is unable to answer

Comments:

### 10) Adaptation to change

- 4 ☐ Adjusts always his behaviour and methods in relation to the milieu's evolution.
- 3 ☐ Adjusts regularly his behaviours and methods.
- 2 ☐ Sometimes resists adjusting his behaviour and methods.
- 1 ☐ Has difficulty adjusting his behaviour and methods.
- ☐ Does not concern the employee or is unable to answer

Comments:

### 11) Leadership skills

- 4 ☐ Always Influences and orients positively his milieu, manages and motivates his associates by his behaviour and knowledge.
- 3 ☐ Regularly, influences and orients his milieu, manages and motivates his associates
- 2 ☐ Is sometimes negative in his way of influencing and orienting his milieu, of managing and motivating his associates.
- 1 ☐ Is often negative in his way of influencing and orienting his milieu, of managing and motivating his associates.
- ☐ Does not concern the employee or is unable to answer

Comments:

### 12) Coordination

- 4 ☐ Demonstrates a significant strength to organize the necessary means and resources for the activities of a group or a sector.
- 3 ☐ In an acceptable manner, organizes the necessary means and resources.
- 2 ☐ Sometimes omits elements in the organization of the necessary means and resources.
- 1 ☐ Regularly omits certain elements in the organization of necessary means and resources.
- ☐ Does not concern the employee or is unable to answer

Comments:

### 13) Listening skills

- 4 ☐ Is attentive to his associates, tries to understand what is expressed by others through a listening and receptive attitude.
- 3 ☐ Regularly is attentive to his associates, tries to understand what is expressed by others through a listening and receptive attitude
- 2 ☐ Some lacks are observed regarding this aspect.
- 1 ☐ Important lacks are observed regarding this aspect.
- ☐ Does not concern the employee or is unable to answer

Comments:

#### **14) Judgement**

- 4 ☐ Always shows logic and perspicacity in his analyses, decisions or actions.
- 3 ☐ Generally shows logic and perspicacity.
- 2 ☐ Sometimes makes errors of logic and perspicacity.
- 1 ☐ Often makes mistakes of logic and perspicacity
- ☐ Does not concern the employee or is unable to answer

Comments:

#### **15) Confidentiality**

- 4 ☐ Demonstrate great discretion regarding the information and confidences of professional nature obtained within the framework of his work.
- 3 ☐ Demonstrates generally hid discretion.
- 2 ☐ Is sometimes responsible for indiscretions.
- 1 ☐ Is regularly responsible for indiscretions.
- ☐ Does not concern the employee or is unable to answer

Comments

#### **16) Self-control**

- 4 ☐ Always reacts with control when facing emergencies and the unexpected.
- 3 ☐ Usually reacts with control.
- 2 ☐ Sometimes reacts in a more or less controlled manner.
- 1 ☐ Often loses the control of his reactions.
- ☐ Does not concern the employee or is unable to answer

Comments:

#### **17) Independence and sense of accountability**

- 4 ☐ Assumes fully his functions and role in the organization. Accomplishes all the tasks stemming from it in relation to the organizational constraints.
- 3 ☐ Assumes his functions and role in a satisfactory manner.
- 2 ☐ Neglects sometimes some aspects of his functions and role.
- 1 ☐ Neglects regularly some aspects of this functions and role.
- ☐ Does not concern the employee or is unable to answer

Comments:

### **18) Ethical sense**

- 4 ☐ Demonstrates a great respect for the values and standards related to his tasks and functions.
- 3 ☐ Respects the values and standards satisfactorily.
- 2 ☐ Sometimes does not respect the values and standards.
- 1 ☐ Shows little respect for the values and standards.
- ☐ Does not concern the employee or is unable to answer

Comments:

### **19) Keeping files**

- 4 ☐ Shows a great deal of clarity, precision, order and relevance in the keeping of his files.
- 3 ☐ Is satisfactory in the clarity, precision, order and relevance of his files.
- 2 ☐ Neglects sometimes the clarity, precision, order and relevance of his files.
- 1 ☐ Clearly lacks clarity, precision, order and relevance in the keeping of his files
- ☐ Does not concern the employee or is unable to answer

Comments:

### **20) Work Motivation & Interest**

- 4 ☐ Exhibits a sustained and enthusiastic interest at work. Constantly attempts to improve situations.
- 3 ☐ Shows sufficient interest and enthusiasm at work.
- 2 ☐ Sometimes lacks interest and enthusiasm at work.
- 1 ☐ Clearly lacks interest and enthusiasm at work.
- ☐ Does not concern the employee or is unable to answer.

Comments:

## **B. Global Performance Evaluation:**

Keeping in mind the employee's responsibilities and activities as a whole, his performance can be described as follows:

Comments:

## **C. Development planning:**

Following the performance evaluation, specify the points to maintain, the points to develop, the means to achieve this and the deadline agreed upon by the two parties.

**The points to maintain (strengths):**

**The points to develop:**

Knowledge and/or skills.

**The improvement means:**

Information, tutorship, personal efforts, twining, etc.

**Deadline:**

<b>D. Comments by the immediate superior and by the employee:</b>
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Generally, does the employee agree with his evaluation?

Yes

☐

In part

☐

No

☐

(To specify)

(To specify)

**Comments of the immediate superior:**

**Comments of the employee:**

\_\_\_\_\_  
Signature of the employee

\_\_\_\_\_  
Date

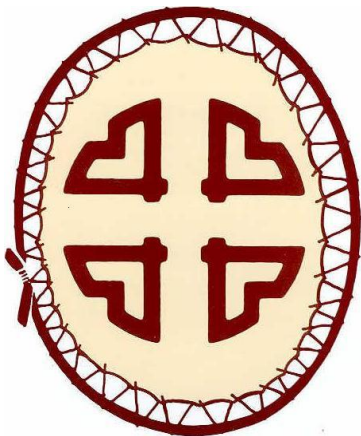
\_\_\_\_\_  
Signature the immediate supervisor

\_\_\_\_\_  
Date

**The written performance evaluation is entered into the employee's file at the Human Resources Services after being signed by the evaluated person merely to acknowledge that it was transmitted to him/her.**

**Staffing Process Guide**  
*Management positions*

**Cree Board of Health and Social Services of James Bay**



## Principles we follow

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- In carrying out our work in recruiting and staffing, we have to abide by:
  - Federal and Provincial laws, such as the Charter of Human Rights and Freedoms
  - Regulation respecting certain terms of employment applicable to senior administrators of agency and of public health and social services institutions
  - The CBHSSJB hiring policy
- The process we follow has to be based on selection fairness, legality and ethical standards
  - Fairness towards each job candidate
  - Fairness towards our organization
- Managers\*\* hire employees and HR professionals assist in the staffing process.

## Before we staff a position, some pre-conditions exist

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- Positions are authorized by the Board of Directors or Executive Committee
- Position is budgeted
- There is a job description approved by the Board of Directors' Administrative Committee for senior managers; for intermediate positions, the job description must be approved by the Executive Committee.
- Housing & office space is available
- Hiring priority has been established

## Personnel Requisition

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- Position Number
- Status
- Place of Work
- Hours/week
- Department
- Personnel Category
- Nature of Hiring
- Date required
- Duration of employment (for replacements)
- Suggested person ONLY for replacements
- Signature of immediate supervisor
- Date of signature
- **All Personnel requisitions must be submitted to Human Resources before hiring.**
- This process is approximately three (3) to four (4) months.





## Position Numbers

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- A position number is how we keep track of the positions in our organization
- A position number is always 12 digits
- First set of 6 numbers is the sub-service to which the salary into which the community it will be charged
- Second set of 4 numbers is the job title (Taken from Collective Agreement)
- Third set of 4 numbers comprises:
  - 1<sup>st</sup> number: status
    - 1=permanent full-time
    - 2=temporary full-time
    - 3=permanent part-time
    - 4=temporary part-time
    - 5=occasional
  - The 2<sup>nd</sup> number is this last set of 4 numbers indicate the category of employee
    - 2=unionized
    - 3=student (e.g. medical student)
    - 4=unionizable but not unionized
    - 5=managerial
  - The 3<sup>rd</sup> & 4<sup>th</sup> numbers in this last set of 4 numbers indicate the number of positions there are of this job title in that sub-service from 01 to 99
  -
- Example: 730305-1101-1402
  - 730305=Human Resources Services (05) for Chisasibi
  - 1101= Personnel Agent (Recruiting Agent)
  - 1402= Permanent full-time unionizable but not unionized and second recruiting agent in Human Resources Services
- Status 5 is never posted

## End of Posting Period

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- Pre-screening of all applications is done to see if applicants meet normal requirements (Job posting).
- CBHSSJB hiring policy states that Human Resources is responsible for the pre-screening process. However, this is done in collaboration with the managers.

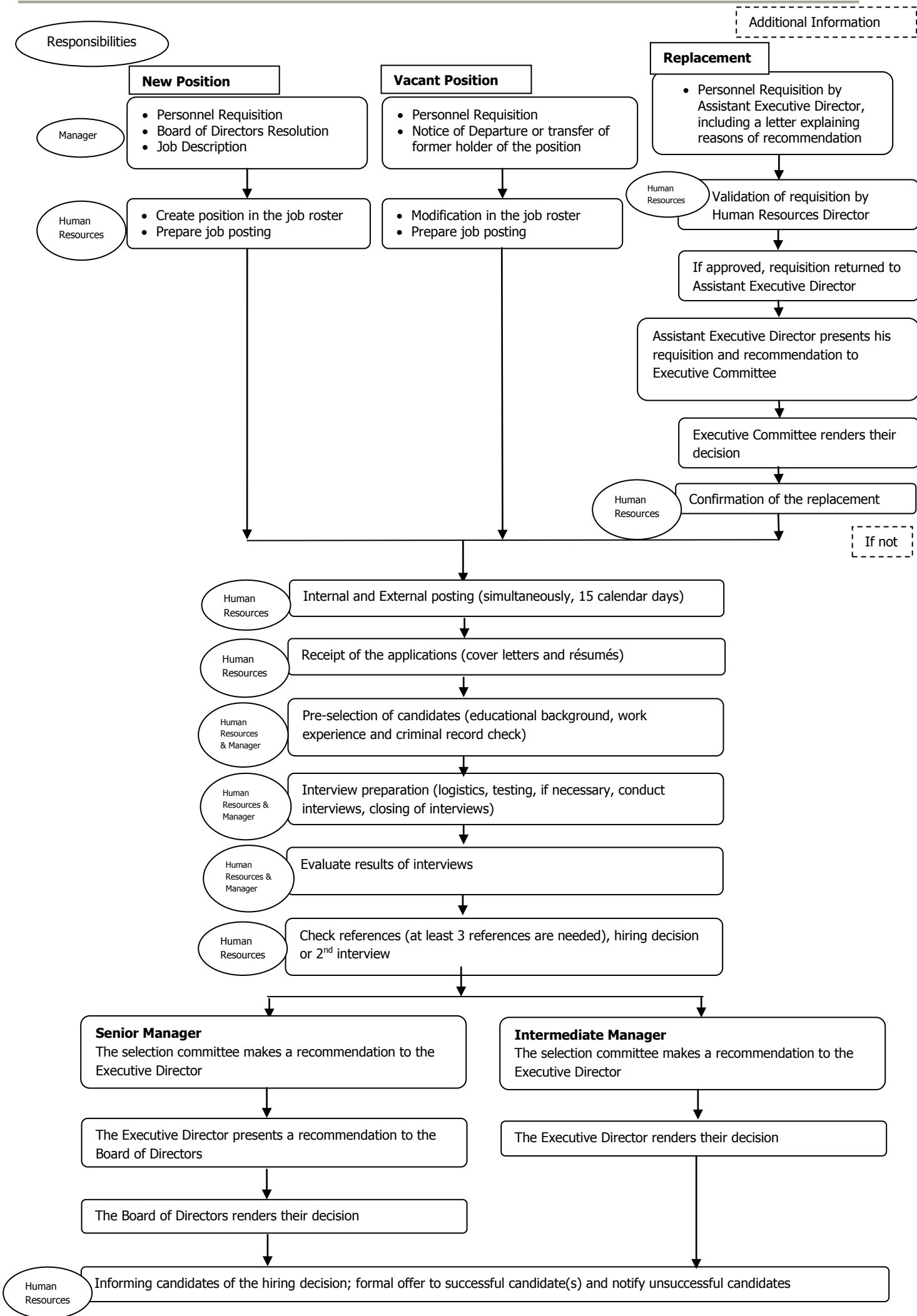
**\*\*** For management position, the competent authority for hiring is the Board of Directors or the Executive Committee.



# Procedural Chart

## Management Position

Status 1 Permanent Full-time, Status 3 Permanent Part-time, and replacement Status 2 or 4

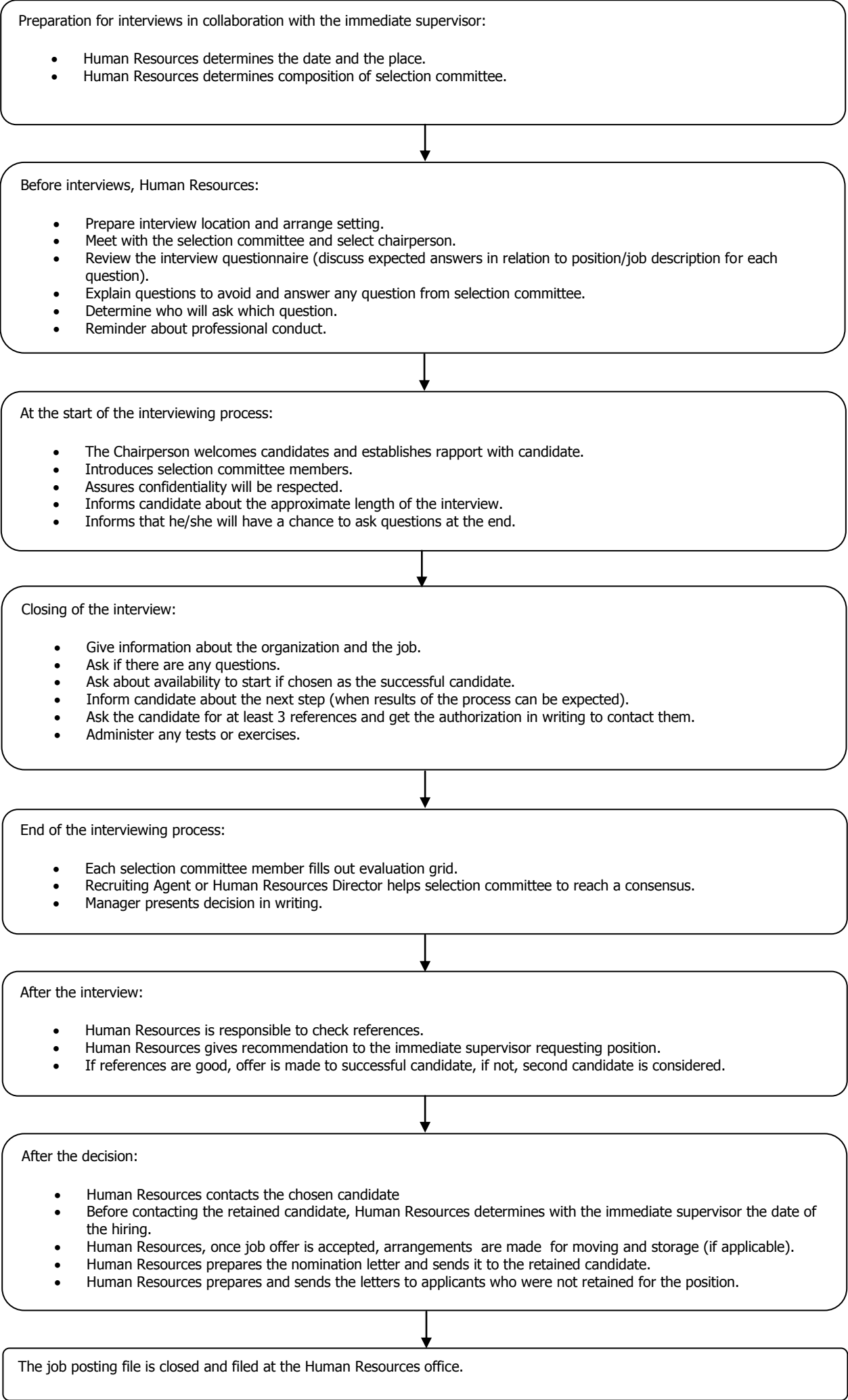


**Notes: Probation period Article 8,** Regulation Respecting Certain Terms of employment applicable to officers of agencies and health and social services institutions. *Upon appointment of a person to a position of officer upon the promotion of a person to a position of senior management officer, the employer shall establish a probation period, not exceeding 1 year and so notifies the officer in writing.*




# Procedural Chart

## Selection Process Interview



# Example

## Personnel Requisition



Conseil Cri de la santé et des services sociaux de la Baie James

ᑭᑭᑦ ᑭᑦᑭᑦ ᑭᑦᑭᑦ ᑭᑦᑭᑦ ᑭᑦᑭᑦ ᑭᑦᑭᑦ

Cree Board of Health and Social Services of James Bay

Example

PERSONNEL REQUISITION

POSITION NUMBER

730305 /0715/0055

(SS / Job Title/ Position #)

STATUS:

1 – Perm. Full-Time

JOB TITLE:

HR Advisor

Hours/week:

35

DEPARTMENT:

Human Resources

Place of work:

Chisasibi

1. PERSONNEL CATEGORY

☐ CSN

☐ F.I.I.Q.

☒ MANAGER

☐ OTHER:

2. NATURE OF THE HIRING

☐ New position

☒ Vacant

☐ Replacement

☐ Occasional

☐ Extension of employment; Specify:

Name of the precedent holder:

Jean-Pierre Chiao

Name of the person to replace:

Nature of the absence:

3. TASK DESCRIPTION (if further description is required attach copy)

Specific requirements

4. DURATION of employment

☒ Permanent position / Required date:

02-04-11

☐ Temporary position / Required date: From:

To:

5. SUGGESTED PERSON

☐ New file / Name:

Phone No:

☐ File open / Name:

Employee No:

Kenny Robitaille

January 7, 2011

Immediate supervisor

Date

HUMAN RESOURCES DEPARTMENT

Posting number:

Period of Posting:

Employee hired:

Date:

Date:

10-07-12

Human Resources Department \ H.R.M.

Chisasibi, Baie James, Nouveau-Québec – J0M 1E0 Tél. : (819) 855-9010

1

6

## Notice of Absence or Departure



### NOTICE OF ABSENCE OR DEPARTURE

## SECTION TO BE COMPLETED BY THE IMMEDIATE SUPERIOR

## IDENTIFICATION

Name & surname: Yannick Lachapelle Employees' number: 1234

Sub-service: 730305 Job title (J.T.): HR Advisor # Job title: 0715

Last work day: 30-03-11 Last day paid: 01-04-11

Dates/transportation days: 31-03 & 1-04-11

## REASON FOR DEPARTURE

- ☐ End of replacement
- ☐ Lack of work
- ☐ Resignation (join employee's letter)
- ☐ Dismissal
- ☒ Retirement
- ☐ Lay-off
- ☐ New assignment
- ☐ Family obligations
- ☐ Moving
- ☐ Dissatisfaction at work
- ☐ Death
- ☐ Other :

Not returning: Retirement  
Reason

## REASON FOR ABSENCE (check-off)

- ☐ Maternity leave
- ☐ Paternity leave (Max 5 days pay)
- ☐ Paternity leave (5 weeks W.P.)
- ☐ Parental leave (Max 2 years W.P.)
- ☐ Education leave
- ☐ Leave without pay
- ☐ Differred leave of absence
- ☐ Suspension : with pay
- ☐ Suspension : without pay
- ☐ Other : \_\_\_\_\_
- ☐ Preventive leave (CSST)

☐ Returning/sub-service : \_\_\_\_\_  
Date

### ADDITIONAL INFORMATION

Address & phone number after departure or during the leave:

777 Sunset Drive, Miami, Florida, 33134, 305-264-1444

Change bank account (if applicable): \_\_\_\_\_  
# Bank, # Branch, # folio

\_\_\_\_\_  
Signature (immediate superior)

January 3, 2011  
Date



☐ Change bank deposit (if applicable)  
☒ Take dispositions for Pension plan (RREGOP, RRPE, RRAS)  
☐ Maintain file active  
☒ Close file (reason) : Retirement

- c.c. : payroll service      Dorlene House      January 10, 2011  
Signature                                  Date

2