



Policies and Procedures	
Source: Human Resources Department	Date in effect 2011-07-20
Subject: Staffing Policy (Non-managers)	Code: G-115-03-9
Approved by: Board of Directors and the Executive Committee	Revised:
Other relevant policies or references:	<ul style="list-style-type: none"><li>▪ Staffing Policy for Managers</li><li>▪ Business Travel Policy</li><li>▪ Moving and storage Policy</li><li>▪ Housing Policy</li><li>▪ Collectives Agreements</li></ul>

**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 collective agreements, working conditions in effect and other applicable laws. This Policy is intended to establish the rules ensuring the quality of services within the organization.

## 1) Field of Application and Principles

1.1 This Policy governs the recruiting and the selection of all employees 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 managers<sup>1</sup>, physicians, pharmacists and dentists since they are covered by other provisions or regulations.

1.2 The hiring process is subject to several rules and principles ensuing from the application of laws, collective agreements and case law. Therefore, elements such as the seniority of a given employee may provide a certain priority over the other employees when all the other criteria and requirements are met.

<sup>1</sup> As defined in the applicable decrees.

## 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) **Externship:** student at an earlier stage of their program. The externship activities are supervised and involve less skilled activities or only certain activities of the profession compare to internship;
- c) **FIQ:** Fédération interprofessionnelle de la santé du Québec;
- d) **HR:** CBHSSJB Human Resources Department;
- e) **Internship:** interns are at or near the end of their program. Internship is the bridge between the program and the professional life. The intern is supervised but is expected to engage in the entire range of the professional activities that are expected of a profession;
- f) **Local agreement:** part of the collective agreement that is negotiated at the local level, by the CBHSSJB, for a particular group of its employees;
- g) **National agreement:** part of the applicable collective agreement that is negotiated at the provincial level for a particular group of employees;
- h) **Personnel Plan:** the organizational chart, the list of all permanent positions (full-time and part-time / Status 1 and Status 3) 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 concerned managers and immediate supervisors in the fulfillment of their responsibilities.

3.2 The Coordinator of Staffing 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.

The Coordinator 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 sole 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 externships / internships (stages) for students or any other trainees;
- e) authorize the expenses incurred during the recruiting and/or the selection procedure of candidates.

However, the HR Director may delegate certain responsibilities related to paragraphs c) and e) to the HR Coordinator.

#### 4) Basic conditions

##### Personnel Requisition, Documents and Information

4.1 To initiate the staffing process, the concerned manager sends the following documents and information to HR:

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

Moreover and more specifically:

- b) for vacant positions or position temporarily deprived of its incumbent:
  - i. notice of departure (**Appendix G**)
  - 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.
- d) for occasional<sup>2</sup> assignments (additional workload and special assignment for duration no exceeding six (6) months)::
  - i. verification / application of the recall list

4.2 Before the recruitment process begins, HR ensures that:

- a) an updated job description is in effect;

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<sup>2</sup> Although the expression "occasional" is used in this document, it has the same definition as the expression "temporary" found in the collective agreements.

- 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 concerned manager, 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 a manager is aware of a need.

## **5) Temporary positions / Recall list<sup>3</sup>**

- 5.1 When the position to be filled is temporarily vacant, HR verifies on the different recall lists to identify individuals who qualify for the available position. The position will be offered to the candidate with the most seniority on the list who meets the basic requirements.
- 5.2 Posting is not done for temporary position unless the Employer was not able to fill the position with the applicable recall list.

## **6) Posting**

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

- 6.1 All postings must be approved by HR.
- 6.2 In collaboration with the concerned manager, HR prepares the posting, decides of its content and of the language of publication.
- 6.3 Any vacant or newly created position covered by the certification must be posted in the usual places within ninety (90) days of its creation or vacancy<sup>4</sup>.
- 6.4 All internal postings must be for a duration of at least 15 days. HR may decide to simultaneously have an internal and external posting when deemed appropriate.
- 6.5 When applications are not satisfactory after the initial posting, HR may decide to extend the duration of the posting or have a second posting.

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<sup>3</sup> Article 6 CSN and FIQ

<sup>4</sup> Clause 7.01 CSN

## **Means and Strategy**

### ***Internal postings:***

- 6.6 HR sends all postings to all establishments and offices of the Employer, with a copy to the concerned Union<sup>5</sup>.
- 6.7 The manager of each establishment and office ensures that all postings received from HR are posted in a place accessible to all concerned employees.

### ***External postings:***

- 6.8 After consultation with the concerned manager, HR will proceed to the external 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.

## **Special Agreement**

- 6.9 When necessary, HR concludes collaboration agreements with educational institutions and/or different organizations (trainees, young graduates, student employment, etc.).

## **7) Pre-selection**

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

- 7.1 All curriculum vitae must be sent to HR. When a department or establishment receives directly an application, it must immediately be forwarded to HR.
- 7.2 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.

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<sup>5</sup> Clause 7.08 CSN

### **Processing of the applications**

- 7.3 HR evaluates the applications and establishes a list of applicants who meet the basic requirements of the posting. The list is sent to the concerned manager with the following information:
- a) seniority with the CBHSSJB, if any;
  - b) summary of the qualifications;
  - c) Cree beneficiary status.

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

If there is no internal candidate, HR completes the evaluation grid (*Feuille de Route*) for each candidate (**see Appendix A**).

- 7.4 HR may decide, after consultation with the concerned manager, if a second posting is necessary in order namely to obtain more candidates.

### **Internal candidates**

- 7.5 If, following an internal posting, an employee meets the basic requirements, the Employer must proceed as follows:
- a) depending of the type of position, the employer applies the sequence reproduced in **Appendix B** (CSN) and **Appendix C** (FIQ);
  - b) after consultation with the concerned manager, HR convenes the eligible internal applicants to an interview. In exceptional circumstances, HR may decide after consultation with the concerned manager that an interview is not necessary.

### **Priority / Cree beneficiary**

- 7.6 The Employer shall give a Cree Beneficiary<sup>6</sup> applicant priority over all other applicants in filling any temporary, vacant or newly created positions, insofar as the said applicant can meet the normal requirements of the job within a familiarization period of 20 days of work.

This priority shall apply if no employee from the special team<sup>7</sup> provided at clause 23 of the national provisions is deemed to be an applicant or able to obtain the position<sup>8</sup>.

<sup>6</sup> Beneficiary as defined in paragraphs 3.2.1, 3.2.2 and 3.2.3 of the James Bay and Northern Quebec Agreement.

<sup>7</sup> See article 23 of the National agreement. It refers to a work procedure for an employee who has suffered a work-related injury or illness as defined in the Act respecting Industrial Accidents and Occupational Diseases. An employee who despite his general recovery from the injury or illness, remains unfit to return to his regular work, but his residual capacity allows him to perform certain duties is put on a special team.

<sup>8</sup> Clause 7.10 CSN

## **Non retained candidates**

7.7 HR informs by letter, e-mail or otherwise all candidates who are not retained at this stage.

## **8) Interviews and Tests**

8.1 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.

### **8.2 Selection Committee:**

8.2.1 If HR deems it appropriate and after consultation with the concerned manager, a Selection Committee is established with the following minimum composition:

<b>Type of position</b>	<b>Mandatory Members</b>
<b>Professionals</b>	<ul style="list-style-type: none"><li>▪ Immediate supervisor</li><li>▪ HR representative</li><li>▪ Manager or a person who is knowledgeable about the position</li></ul>
<b>Nurses</b>	<ul style="list-style-type: none"><li>▪ Immediate supervisor</li><li>▪ HR representative</li><li>▪ Coordinator of Awash or Coordinator of Current Services or Hospital Coordinator</li></ul>
<b>Support Staff</b>	<ul style="list-style-type: none"><li>▪ Immediate supervisor</li><li>▪ HR representative</li><li>▪ Manager or a person who is knowledgeable about the position</li></ul>

Selection committees ideally should include both women and men whenever possible, and must have Cree representation on the committee.

8.2.2 HR coordinates the Selection Committee and chairs it.

### **Conflict of Interest:**

8.2.3 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.

When a person is in a position to influence personnel decisions, such as recruitment, involving a family member<sup>9</sup> or another person with whom he has or has had a valued relationship<sup>10</sup> which might reasonably be seen as a conflict or potential conflict of

<sup>9</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>10</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.

interest, then this person has a duty to disclose the situation to the Director of HR or his delegate.

### **8.3 Tests**

8.3.1 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.

Employment tests are not always required, but they may be appropriate for certain categories of employment (clerical, secretarial and assistant positions by assessing skills such as typing speed and software capabilities). 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.

### **Medical Examinations**

8.3.2 Where the employment has been determined to have high physical demands or for any other reason related to certain positions, a medical examination may be warranted as a condition of employment for the successful candidate. Physicals are arranged by HR.

### **8.4 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.

## **9) Recommendation and References**

9.1 The selection committee proceeds to the interviews, deliberates and makes a recommendation from the members to the concerned manager. The Committee may ask to meet one or several candidates a second time (**Appendix D**).

### **9.2 References**

9.2.1 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 E** / Part 1 - Reference Check - Consent Form).



- 9.2.2 When the position to be offered entails a work with vulnerable clientele, HR may request the candidate's authorization to conduct a criminal background check (See **Appendix E/** Part 2 - Background Check).

## 10) Hiring and Closing of the Process

- 10.1 The concerned manager provides his decision in writing to HR with the expected starting date for the retained candidate. HR contacts the candidate by phone, e-mail or otherwise 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.
- 10.2 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.
- 10.3 HR posts the official nomination of a candidate in the places provided to this effect.

## 11) Probation Period

- 11.1 The purpose of a probationary period is to support employees and help them become fully integrated and productive from the earliest opportunity.
- 11.2 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.
- 11.3 Hiring of employees is subject to a Probationary period as set out in the table below unless otherwise agreed in writing and after advice has been taken from Human Resources. The probation period exclude the days of welcoming, orientation and training. The terms of the probation period are explained to the employee upon hiring.

<b>A) For a newly-hired employee</b>		
<b>Categories of job titles</b>	<b>CSN</b>	<b>FIQ</b>
<b><i>Professionals</i></b>	120 workdays	90 workdays
<b><i>technicians</i></b>	90 workdays	90 workdays
<b><i>others</i></b>	60 workdays	90 workdays

- The probation period is performed in the job title for which the employee was hired.
- The Employer and the Union can agree to extend the probation period<sup>11</sup>.

<sup>11</sup> CSN: Article 3.01 / FIQ: Article 3.01

<b>B) For an employee of the CHBSSBJ who obtain a vacant or a newly-created position</b>		
	<b>CSN</b>	<b>FIQ</b>
<b><i>From a job title to the same job title</i></b>	20 workdays	45 workdays
<b><i>From a job title to another job title</i></b>	45 workdays	90 workdays

- The initiation and trial period can be reduced in any time after an agreement between the Employer and the employee
- During the initiation and trial period, the obligation of posting is delayed until the end of this period<sup>12</sup>.

### **Review**

- 11.5 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 15 work days before the end of the probation period (see **Appendix F** / Evaluation – Probation Period).
- 11.6 Where a Probationary period is extended a second Probationary review is done 15 work days before the end of the extension.

## **12) Personnel Plan**

- 12.1 Any modification to a personnel plan (non managerial position either permanent or temporary) must be approved by the Executive Committee<sup>13</sup>.
- 12.2 Any manager who wishes to bring any modification to the personnel plan must submit their request to their Assistant Executive Director who will present it to the Executive Committee for approval.
- 12.3 After the approval, the concerned Assistant Executive Director (AED) must forward the amended Personnel Plan to the Director of HR.

<sup>12</sup> CSN: Article 7.15 / FIQ: Article 7.09

<sup>13</sup> Resolution #CBHSSJB 01/115/07 (Job Roster of the CBHSSJB)

### **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 Department 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.

**Appendix A**  
Sample / Feuille de Route

**Postulants par demande de personnel**

Critères de sélections

No Poste(s) : 509  
1557

**No. demande** 10-0100

<b>Poste</b> : 1557	<b>Tâche</b> : Principal	<b>Date de début d'affichage</b> : 11/04/29
<b>Syndicat</b> : 820 Union CSN	<b>Sous-Service</b> : 694871 Group Hom Mist	<b>Date de fin d'affichage</b> : 11/05/29
<b>Statut</b> : Permanent Part Time	<b>Projet</b> :	<b>Anciennetés à</b> : 11/05/29
<b>Quart</b> : Non Soumis	<b>Titre d'emploi</b> : 2691 Childcare Worker	
<b>ETC</b> : 0.51	<b>Spécialité</b> :	
	<b>Hres. Sem. 1</b> : 19.75	
	<b>Hres. Sem. 2</b> : 19.75	
	<b>Hres. jour</b> : 7.75	

Ancien neté	Postulant	Nom	Provenan.	Syndicat	Sous-Service	Projet	Titre d'emploi	St Quart	Téléphone	Restriction médicale	Suivi
		ALD Début Fin					Spécialité				
16 116.00	# employé	Nom, Prénom ALD10 2009/07/08 2011/06/25	Interne	Union CSN	Rehab Center		Guard	1	# Téléphone		
05 330.55			Interne	Union CSN	Rehab Center		Guard	5	Non		
04 286.82			Interne	Union CSN	Group Hom Mist		Childcare Worker	3	Day		
02 158.22			Interne	Union CSN	Rehab Center		Childcare Worker	5	Non		
01 245.63			Interne	Union CSN	Group Hom Mist		Childcare Worker	5			
00 296.32			Interne	Union CSN	Rehab Center		Childcare Worker	5			
00 292.16			Interne	Union CSN	Rehab Center		Childcare Worker	5			
00 274.29			Interne	Union CSN	Rehab Center		Childcare Worker	5			
00 251.46			Interne	Union CSN	Youth Prot Mist		Community Worker	5			
00 066.20			Interne	Union CSN	HEMOCARE		HLTH SS AID-HCW	5			
	00WT		Externe								

## **Appendix B**

### Particularities / positions under the **FSSS-CSN Collective agreement** Sequence of fulfilment– Vacant and new position

- 1) For the professionals, the position shall be filled by the most qualified applicant who meets pertinent requirements, whether or not she/he comes from the bargaining unit.

In a case where the « most qualified » rule applies, the position shall be filled by the employee with the most seniority in the service of the Employer if several employees are equally qualified. The applicant to whom a position is awarded shall be entitled to a trial period of no more than three (3) months.

For the other employees, the position shall be awarded to and filled by the employee with the most seniority among the employees who apply, providing that she/he can meet the normal requirements of the job.

The requirements shall be relevant and related to the nature of the duties involved<sup>1</sup>.

- 2) An employee cannot obtain more than two (2) transfers in a period of twelve (12) months.<sup>2</sup>

- 3) Once the posting period is finished, a copy of applications shall be forwarded to the Union.<sup>3</sup>

The Employer shall post all appointments within fifteen (15) days following the posting period or the use of the register, for a period of fifteen (15) days. The Employer shall transmit a copy of the appointment to the Union.<sup>4</sup>

- 4) The Employer shall give a Native applicant priority over all other applicants in filling any vacant or newly created position, insofar as the said applicant can meet the normal requirements of the job within a familiarization period of twenty (20) days of work<sup>5</sup>.

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<sup>1</sup> Clause 7.12 CSN- Local Agreement

<sup>2</sup> Clause 7.07 CSN

<sup>3</sup> Clause 7.08 CSN - Local

<sup>4</sup> Clause 7.13 CSN

<sup>5</sup> Clause 7.10 CSN- Local

## Appendix C

### Particularities / positions under the **FIQ Collective agreement**

#### Sequence of fulfilment– Vacant and new position

- 1) **Position temporarily without an incumbent**<sup>1</sup> A position is temporarily without an incumbent when the latter is absent for one or another of the following reasons:
- a) Annual vacations;
  - b) Union activities;
  - c) Leaves without pay stipulated in the Quebec and local provisions;
  - d) Illness or accident;
  - e) Maternity leave;
  - f) Paternity leave;
  - g) Adoption leave;
  - h) Personal leaves;
  - i) Leave for studies;
  - j) Posting period stipulated in Article 7 of the local provisions;
  - k) Period during which the institution awaits the employee from the *service régional de main-d'oeuvre* (S.R.M.O.) by virtue of Article 15 – Job Security of the Quebec provisions;
  - l) Leave with deferred pay.

A position temporarily without an incumbent is not posted.

A position temporarily without an incumbent is filled by the employees on the replacement list or the float team and, afterwards, by employees on the availability list when the needs of the centre or activities so justify.

When the Employer decides not to fill or to fill in a partial and/or interrupted way a position temporarily without an incumbent, he communicates the reasons for his decision, in writing, at the Union's request.

- 2) The position shall be granted and filled by the employee with the most seniority among those who have applied, providing that she is capable of meeting the normal requirements of the job. The requirements must be pertinent and in relation with the nature of the duties.

In the case of a position requiring a university education, the position shall be granted to the most competent candidate among those who have applied and who meet the pertinent requirements.

If several candidates have equivalent competence, the position shall be granted to the one with the most seniority in the service of the Employer<sup>2</sup>.

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<sup>1</sup> Clause 4.01 / Local agreement

<sup>2</sup> Clause 7.06 / Local agreement

**3) Reasons to use the availability list<sup>3</sup>**

The availability list is used to supplement the replacement team, the float team and, in particular, in order to fill positions temporarily without their incumbent, to meet a temporary work overload in a centre of activities, to carry out the work of limited duration or for any other reason agreed to be the local parties.

**4) Composition of the availability list<sup>4</sup>**

- a) Any employee benefiting from clause 15.02 of the Quebec provisions;
- b) Any part-time employee who expresses availability, in writing, in the centre(s) of activities, and who meets the normal requirements of the job;
- c) Any employee who has resigned from her position according to the provisions stipulated in clause 7.18 of the local provisions.

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<sup>3</sup> Clause 6.01 / Local agreement

<sup>4</sup> Clause 6.02 / Local agreement

**Appendix D**  
*Selection Committee Report*



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

<b>Selection Committee Report / Non management positions</b>
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**Position Details**

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

**Posting Details**

<input type="checkbox"/> <b>External</b>	<input type="checkbox"/> <b>Internal</b>	
<b>When Advertised:</b>		
<b>No. of Applicants:</b>		<b>No. of Short listed Applicants:</b>

**Members of the Selection Committee**

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). **Explain the reasons if the candidate with the most seniority is not first<sup>1</sup>.**

	Applicant	Seniority	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 appointed
  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 CHBSSJB 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:** \_\_\_\_\_

<sup>1</sup> Clause 7.06 – FIQ/ Local Agreement FIQ and Clause 7.12 – CSN /Local Agreement



**Appendix E**

**Authorization to check references and background inquiry**

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

I also authorize the Cree Board of Health and Social Services of James Bay to verify my criminal record, that is any sentence or any indictment for a criminal or penal offence, as well as any behaviour for which there is reasonable cause to believe that I represent a risk to the physical or moral safety of vulnerable persons which I may be called upon to work with.

Offences listed in the Act respecting criminal records are also deemed as being part of a criminal record, even if a pardon was granted for them. I also consent to the carrying out of the inquiry by the Police Services and to the transmission of results.

\_\_\_\_\_  
Name (*print*)

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

# DECLARATION CONCERNING A JUDICIAL RECORD

PLEASE COMPLETE THIS DECLARATION  
LEGIBLY USING BLOCK LETTERS

## SECTION 1 PERSONAL INFORMATION

LAST NAME (if you have more than one last name, please enter them in the usual order)

FIRST NAME	MIDDLE NAME
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DATE OF BIRTH	SEX <input type="checkbox"/> Male <input type="checkbox"/> Female	PHONE NUMBER
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CURRENT ADDRESS (number, street, apartment)

CITY	PROVINCE	POSTAL CODE
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PREVIOUS ADDRESS (number, street, apartment) (if you have been at your current address for less than five years)

CITY	PROVINCE	POSTAL CODE
------	----------	-------------

Check the appropriate boxes in each of the following sections. If you need more space to provide all the information requested, continue on a separate sheet and enclose it with this form. Enter your name at the top of any additional sheet.

## SECTION 2 CONVICTION(S)

### A - CRIMINAL OFFENCE(S)

- I have not been convicted of a criminal offence in Canada or elsewhere or, if I have been convicted of a criminal offence, I have obtained a pardon.  
or  
 I have been convicted, in Canada or elsewhere, of the following criminal offence(s):

OFFENCE	DATE	LOCATION OF COURT

### B - PENAL OFFENCE(S)

- I have not been convicted of a penal offence in Canada or elsewhere or, if I have been convicted of a penal offence, I have obtained a pardon.  
or  
 I have been convicted, in Canada or elsewhere, of the following penal offence(s):

OFFENCE	DATE	LOCATION OF OFFENCE AND, WHERE APPLICABLE, OF COURT

**SECTION 3****CHARGE(S) STILL PENDING****A – CRIMINAL OFFENCE(S)**

I am not subject to any pending charges for a criminal offence in Canada or elsewhere.

or

I am subject to one or more pending charges, in Canada or elsewhere, for the following criminal offence(s):

OFFENCE	DATE	LOCATION OF COURT

**B – PENAL OFFENCE(S)**

I am not subject to any pending charges for a penal offence in Canada or elsewhere.

or

I am subject to one or more pending charges, in Canada or elsewhere, for the following penal offence(s):

OFFENCE	DATE	LOCATION OF OFFENCE AND, WHERE APPLICABLE, OF COURT

**SECTION 4****COURT ORDER(S)**

I am not subject to any court order made against me in Canada or elsewhere.

or

I am subject to the following court order(s) made against me in Canada or elsewhere:

ORDER	DATE	PLACE OF ORDER

**NOTE**

- Any person working or coming into regular contact with minor-age students must, within 10 days of being notified of a change in his or her judicial record, inform the CHBSSJB of this change, regardless of whether the person has already filed a declaration concerning his or her judicial record
- The CHBSSJB may verify this declaration or have it verified, in particular by a Québec police force, and may communicate or receive any information for the purposes of this verification
- A false declaration may lead to the rejection of an application or to administrative or disciplinary measures.
- The full judicial record must be declared. However, only the offences that, in the opinion of the CHBSSJB, have a bearing on the person's duties will be considered.

I certify that all the information provided in this declaration form is accurate and complete.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**Appendix F**

*Evaluation for Probation Period*



**Conseil Cri de la santé et des services sociaux de la Baie James**  
σ) d↳<sup>a</sup> b↳ ∆Γ∆ ∙∆∆<sup>a</sup> ∆a a bΓ C↳ bσ▷<sup>↳</sup>  
**Cree Board of Health and Social Services of James Bay**

**PROBATION PERIOD**  
**EVALUATION REPORT /**  
**STAFF PERFORMANCE / NON 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) 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:

### 2) 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:

### 3) 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:

#### **4) 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:

#### **5) 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:

#### **6) 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:

#### **7) 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:

## 8) 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:

## 9) 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:

## 10) 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

## 11) 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:



## 12) 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:

## 13) 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:

## 14) 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:

## 15) 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:**

**D. Comments by the immediate superior and by the employee:**

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

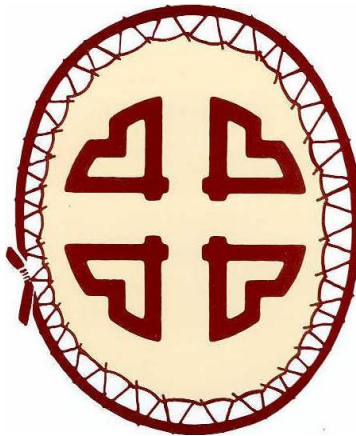
\_\_\_\_\_  
Date

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

**Appendix G**

**Staffing Process Guide**  
***Non management positions***

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

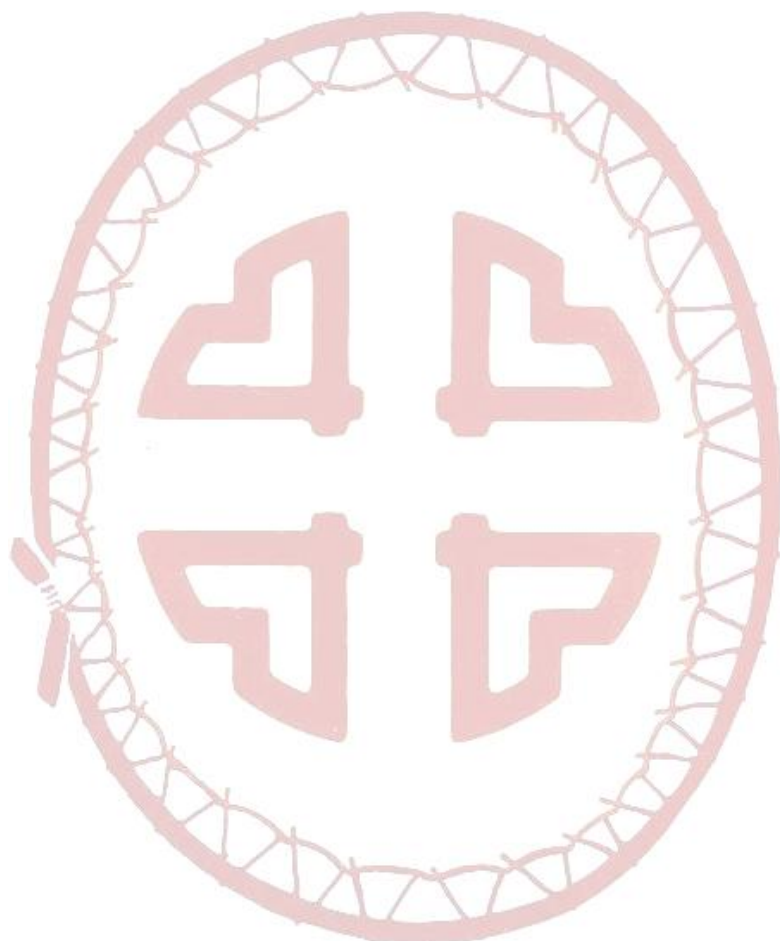


# TABLE OF CONTENTS

## Staffing Process Guide

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

Principles we follow.....	3
Before we staff a position, some pre-conditions exist .....	3
Personnel Requisition .....	3
Position Numbers.....	4
End of Posting Period .....	4
Procedural Chart.....	5
Technician and Support Staff (Unionized Position).....	5
Procedural Chart.....	6
Professionals (Unionized Position) .....	6
Procedural Chart.....	7
Temporary (Unionized Position – At least 6 months) .....	7
Procedural Chart.....	8
Status 5 (Unionized Position) .....	8
Procedural Chart.....	9
Selection Process Interview .....	9
Example .....	10
Personnel Requisition .....	10
Example .....	<b>Error! Bookmark not defined.</b>
Notice of Departure.....	<b>Error! Bookmark not defined.</b>



## 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
  - The CSN Collective Agreement
  - The FIQ Collective Agreement
  - 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

---

- Positions are authorized by the Board of Directors or Executive Committee
- Position is budgeted
- There is a job description approved by the Executive Committee
- Housing & office space is available
- Hiring priority has been established

## Personnel Requisition

---

- 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

---

- 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 Department (05) for Chisasibi
  - 1101= Personnel Agent (Recruiting Agent)
  - 1402= Permanent full-time unionizable but not unionized and second recruiting agent in Human Resources Department
- Status 5 is never posted

## End of Posting Period

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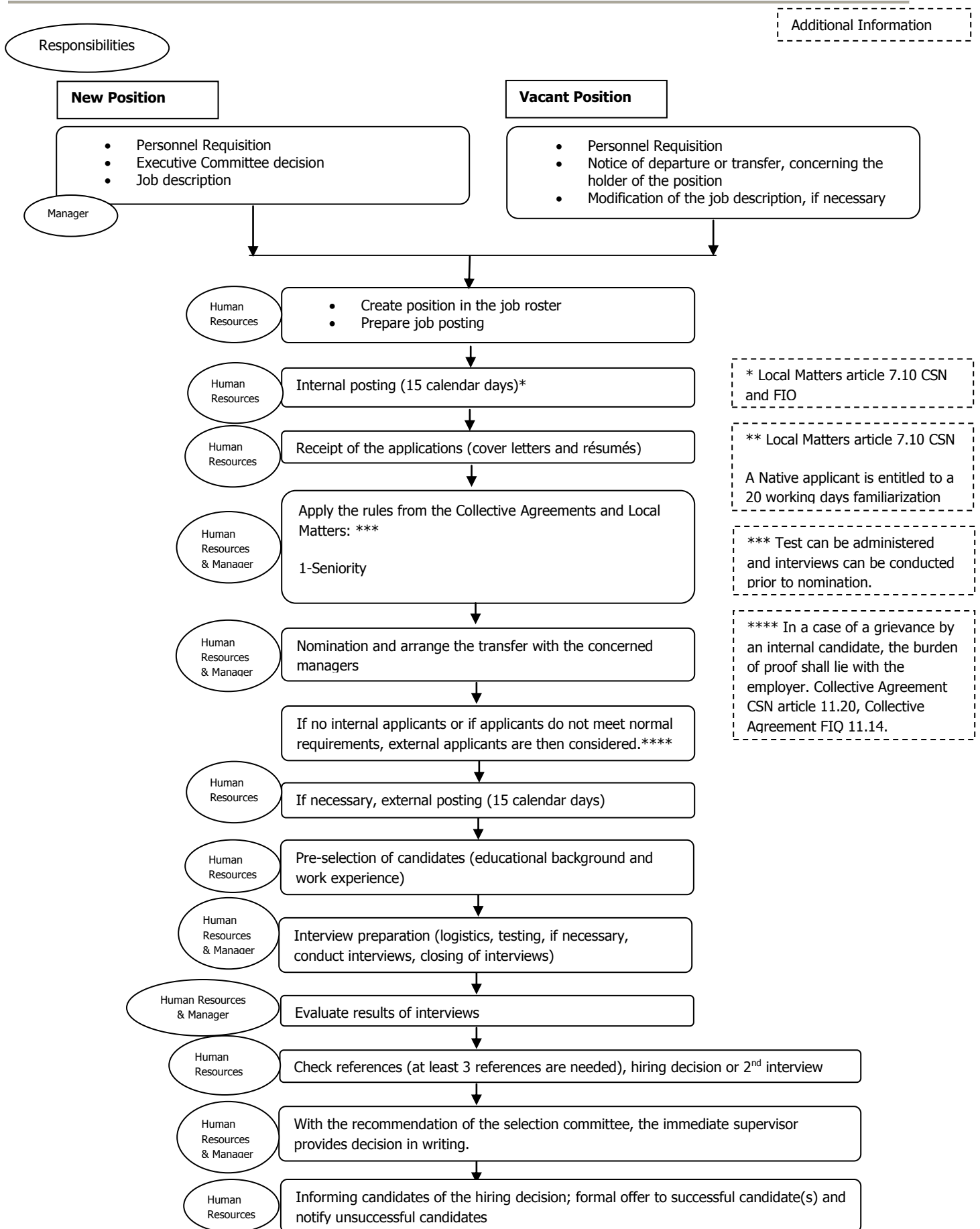
- Pre-screening of all applications is done to see if applicants meet normal requirements (Job posting).
- CBHSSJB hiring policy states that Human Resources is responsible for the pre-screening process. However, this is done in collaboration with the managers.
- **For unionized positions (exception for professionals), if applicants meet the normal requirements, we go by seniority (Clause 7.12 – Local Matters CSN, Clause 7.06 – Local Matters FIQ).** However, the Employer shall give a Cree Beneficiary applicant priority over all other applicants in filling any temporary, vacant or newly created positions, insofar as the said applicant can meet the normal requirements of the job within a familiarization period of twenty (20) days of work



# Procedural Chart

## Technician and Support Staff (Unionized Position)

Status 1 Permanent Full-time,  
Status 3 Permanent Part-time



### Nomination of an internal candidate – trial period

- A) CSN – After the 20 working days , familiarization period, if necessary:
1. Trial period, 20 working days, transfer same job title.
  2. Trial period 45 working days, transfer new job title.
- Articles 7.11 and 7.15 Local Matters.
- B) FIQ – Trial period, 45 working days, transfer another service article 7.09 Local Matters.

### Nomination of an external candidate (New employee)

- A) CSN – 90 working days (educator), 60 working days. Article 3.01 Local Matters
- B) FIQ – 90 working days. Article 3.01 Local Matters

**Transfers:** CSN, article 7.07 Local Matters, FIQ, article 7.08 Local Matters. An employee cannot obtain more than 2 transfers in a period of 12 months.

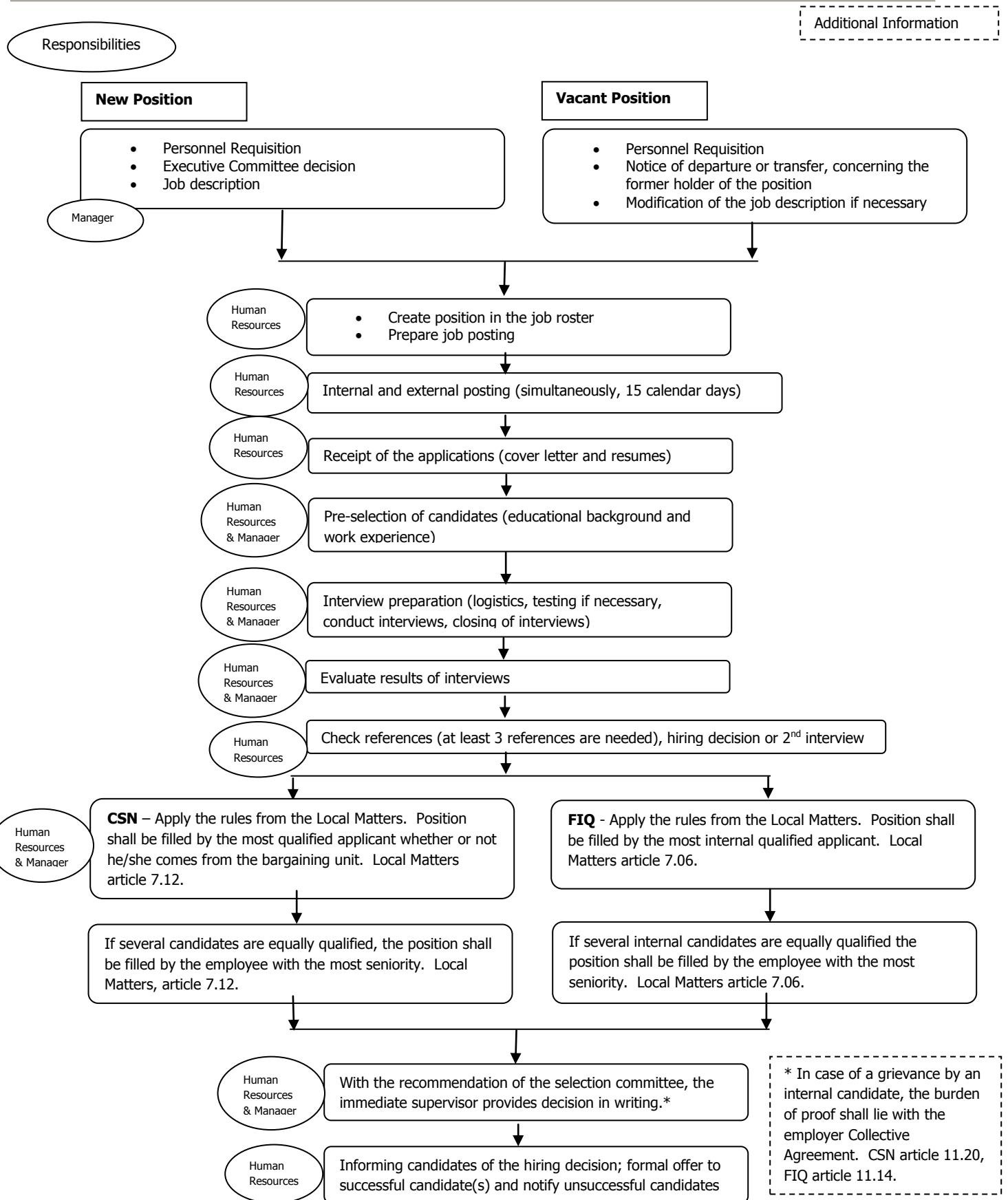




# Procedural Chart

## Professionals (Unionized Position)

Status 1 Permanent Full-time,  
Status 3 Permanent Part-time



**Notes:**

**Nomination of an internal candidate – Trial period.**

A) CSN – 90 working days, Local Matters article 7.12

B) FIQ - 90 working days, Local Matters article 7.09

**Nomination of an external candidate**

A) CSN - 120 working days, Local Matters article 3.01

B) FIQ - 90 working days, Local Matters article 3.01

**Transfers**

Local Matters CSN article 7.07

Local Matters FIQ article 7.08

An employee cannot obtain more than 2 transfers in a period of 12 months.



# Procedural Chart

## Temporary (Unionized Position – At least 6 months)

Status 2 Temporary Full-time,

Status 4 Temporary Part-time

Special Projects, extra workload, non recurrent budget

Additional Information

### Responsibilities

Manager

- Personnel Requisition
- Decision from the Executive Committee
- Job description

Human Resources & Manager

Prepare job posting, or check recall list, or verify our files. (C.V. banks) \*

\* Apply the rules of the Local Matters. Recall list, CSN – article 6, FIQ – article 6.

Human Resources

Give the assignation to an employee from the recall list.

Our bank of C. V.'s and external posting, if necessary (15 calendar days).

Human Resources

Receipt of the applications (cover letter and résumés)

Human Resources & Manager

Pre-selection of candidates (educational background and work experience).

Human Resources & Manager

Interview preparation (logistics, testing if necessary, conduct interviews, closing of interviews)

Human Resources & Manager

Evaluate results of interviews

Human Resources

Check references (at least 3 references are needed), hiring decision or 2<sup>nd</sup> interview

Human Resources & Manager

With the recommendation of the selection committee, the immediate supervisor provides decision in writing.

Human Resources

Informing candidates of the hiring decision; formal offer to successful candidate(s) and notify unsuccessful candidates.



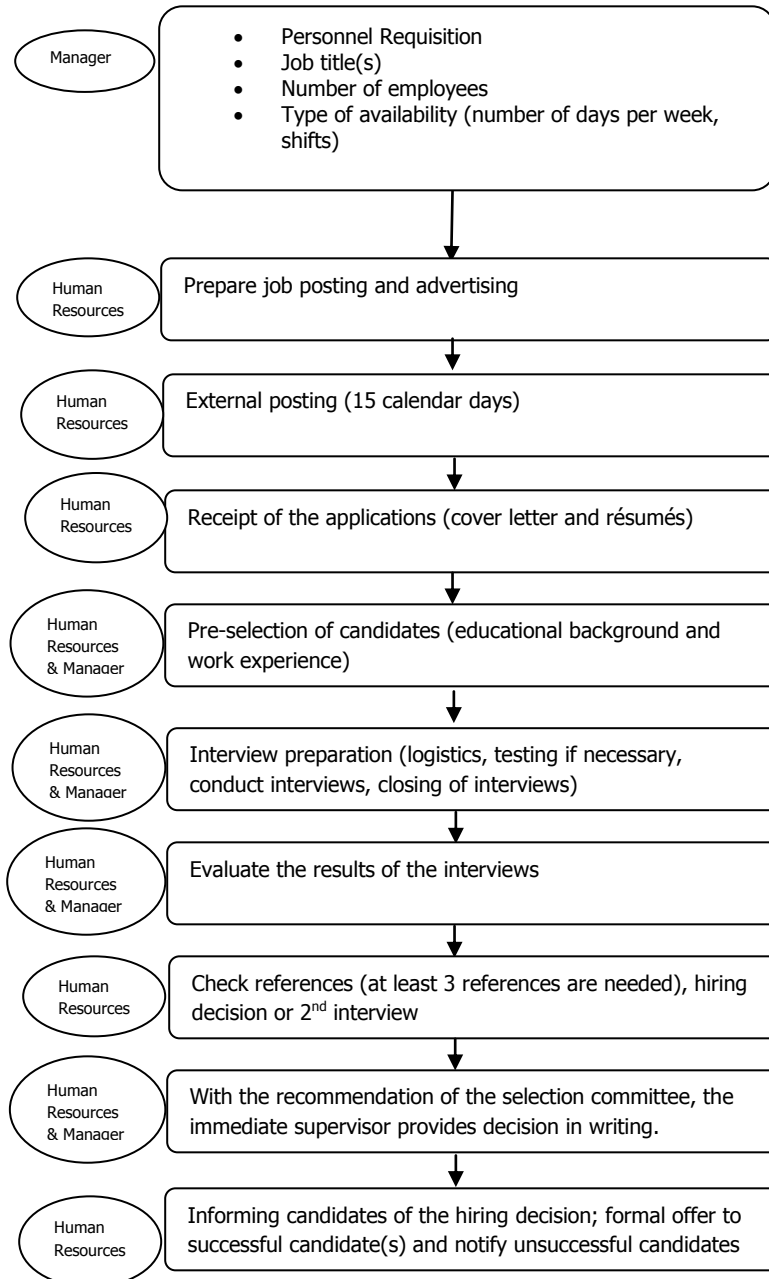
# Procedural Chart

## Status 5 (Unionized Position)

Part-time, Occasional

Responsibilities

Additional Information



### Notes:

1. An employee on the recall list indicates, availability adapted to the needs of the employer, Local Matters, CSN article 6.04 (6 months), Local Matters, FIQ article 6.03 (3 months).
2. CSN Minimum availability 2 days a week, including 1 weekend every 2 weeks, Local Matters article 6.05. FIQ, 3 consecutive weeks availability for all time (minimum). Local Matters, article 6.05).

FIQ – Give availability (December 15 to February 15) Local Matters article 6.03 c).

A member of the recall list has to work at least 4 weeks in a year. FIQ Local Matters article 6.03 c).

**A position temporarily without its incumbent shall not be posted. In this case, we offer the assignment to a member on the recall list. Local Matters CSN article 4.01, FIQ article 4.01.**



# Procedural Chart

## Selection Process Interview

