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## MISSION

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The Commission de la fonction publique de Montréal (CFPM) (Montréal Public Service Commission) is an independent body whose primary mission is to handle complaints regarding staffing processes and labour management at the Ville de Montréal.

We are responsive to our clientele and handle all matters in a rigorous, impartial and professional manner with the aim of ensuring employees' and residents' trust in existing practices.

With a view toward continuous improvement, we make recommendations and prioritize a constructive and collaborative approach in all our actions, while remaining objective and neutral.

## VISION

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To become the reference for staffing and labour management issues at Ville de Montréal.

# HIGHLIGHTS

In 2019, the CFPM stayed the course to meet the strategic objectives set in 2017.

34

Information requests

52

Complaints submitted

32

Investigations conducted

7

Recommendations issued to the Human Resources department

39

Business days, on average, to handle a complaint

# MESSAGE FROM THE CHAIR



## 2019, A year of continuation

In accordance with the provisions of the *Charter of Ville de Montréal, metropolis of Québec* (CQLR, ch. C-11, r. 4), I present you the Commission de la fonction publique de Montréal's (CFPM) Annual Report for the year ended December 31, 2019.

2019 was a year of continuation of the initiatives set out in the 2017–2020 Strategic Plan. First, we continued strengthening CFPM's role by thoroughly addressing complaints according to new processes and procedures. Secondly, we continued to improve its visibility by leveraging various communication tools to reach internal and external target audiences. We also provided feedback and recommendations with regard to issues of diversity and Indigenous communities in light of the report of la Table sur la diversité, l'inclusion et la lutte contre les discriminations.

2019, A year of continuation... The Commission pursued its primary mission of addressing complaints about Ville de Montréal's staffing processes and issuing

recommendations when relevant and necessary.

The year 2019 is also a year of continuation when it comes to the implementation of the new complaints procedure introduced last year. This new procedure highlights the types of complaints handled and the relevance and added value of the CFPM. In total, 86 requests were received, including 52 complaints that were submitted. Among them, 32 investigations were conducted with an average handling time of 39 business days. The admissibility of the complaints was analyzed at seven meetings of the Commission.

The CFPM also continued its efforts to improve visibility and communications, the second priority identified in the 2017-2020 Strategic Plan. New communication initiatives were launched, such as distributing posters and bookmarks, to promote the CFPM's services. An article was also published in *Échocité*, the Ville de Montréal's employee newsletter. The website remains the Commission's best communication tool to interact with its internal and external clientele.

The CFPM has issued 11 recommendations to the President and Vice-President of the Executive Committee following the release of the report of la Table sur la diversité, l'inclusion et la lutte contre les discriminations. Those recommendations addressed the recommendations, measures and actions of the priority axis 1: Emploi à la ville de Montréal, représentativité et formation des employés de la Ville de Montréal face aux enjeux de la diversité et des communautés autochtones (Employment at Ville de Montréal, representation and training of Ville de Montréal's employees with regard to issues of diversity and Indigenous communities).

A major change took place at the end of 2019, with the departure of Julie Pepin, who had been the Chairperson of the CFPM for three years. The achievements described in this Annual Report were made possible by her leadership. I would like to thank her for her contribution to the development of the CFPM. I also wish to thank employees and members of the CFPM who worked on various projects throughout the year and stayed the course during the transition period.

I became Chair of the Commission de la fonction publique as Chairperson on May 25 and I won't forget that day, as it happened remotely during lockdown. The COVID-19 pandemic has not prevented the Commission from operating. It has given me an opportunity to put to use my capacity to adapt and manage change. This year, we will introduce new projects that I will have the pleasure to implement. First, the Office de la consultation publique's report on systemic racism and discrimination contained recommendations for the Commission. We are currently bringing them under consideration. Second, I wish to further the efforts to raise the visibility of the CFPM and increase awareness of its role. To that end, new initiatives will be launched. Finally, a new strategic planning process will get underway during the fall, since the current plan ends in 2020.

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**Isabelle Chabot,**

Chairperson

# STRATEGIC OBJECTIVES AND ACHIEVEMENTS

This year again, the Commission continued its efforts to achieve the objectives set out in its 2017–2020 Strategic Plan and undertook new goals.

In 2017, the CFPM identified the four organizational priorities to focus on until 2020. These priorities, as well as the actions taken in 2019 to achieve them, are identified below. Table 1 shows the action plan for achieving the strategic objectives.

## Priority No. 1 Improve credibility

In an effort to improve its credibility with stakeholders and optimize its ways of doing business, the CFPM continued to implement a new complaints procedure with regard to administrative investigations. Figure 1 on page 10 shows this procedure

In addition, the Commission continued its efforts to reduce the average handling time for admissible complaints. For 2019, the average handling time was 39 business days, 6 days less than the target.

## Priority No. 2 Improve visibility and communications

At the beginning of 2018, the Commission adopted a communications plan aimed at raising its various clientele's awareness of its services. The plan's rollout continued in 2019.

The website is updated regularly to provide the most recent information to internal and external clientele. Posters and bookmarks also promote the Commission's services.

The CFPM was featured in an article published in the Ville de Montréal's employee newsletter, *Échocité*, in December.



### Priority No. 3 Leverage neutrality and expertise to deliver value-added services

The CFPM has issued 11 recommendations following the release of the report of la Table sur la diversité, l'inclusion et la lutte contre les discriminations (TDILD). Those recommendations addressed the recommendations, measures and actions of the priority axis 1: *Emploi à la ville de Montréal, représentativité et formation des employés de la Ville de Montréal face aux enjeux de la diversité et des communautés autochtones* (Employment at Ville de Montréal, representation and training of Ville de Montréal's employees with regard to issues of diversity and Indigenous communities).

### Priority No. 4 Continue working closely with stakeholders

In 2019, the CFPM continued its efforts to increase collaboration with HR representatives as well as those of other administrative units. This objective was established when the Commission's by-law was amended in May 2016.

This collaboration took place mainly through information sharing at meetings with the Commission's various clientele, namely the HR department, certain employee unions and associations, the Director General's office and some elected officers, including Mr. Dorais, the Chairman of the city's Executive Committee.



**TABLE 1**  
2017–2020 STRATEGIC OBJECTIVES AND ACTION PLAN

Strategic objectives	Performance indicators and targets	Achieved	Not achieved
<b>PRIORITY NO. 1: INCREASING THE CFPM'S CREDIBILITY</b>			
Provide data on complaints in the Annual Report	Include complaint and complainant statistics › 2016 Annual Report › 2017 Annual Report › 2018 Annual Report › 2019 Annual Report	• • • •	
Improve the average complaint handling time	› 2017: 50% reduction (49 business days) › 2018: 45 business days › 2019: 39 business days	• • •	
Pursue the continuous improvement initiative regarding the quality of services	Audit of complaint handling process › December 31, 2017 › December 31, 2019 <sup>1</sup>	•	•
	Update of the internal investigation procedure and adoption of new tools › 2018-06-30	•	
Support employee skills development and maintenance	Implementation of onboarding plans for internal and external new hires › 2017 › 2018 › 2019	• • •	
	Percentage of employees who took part in training activities › 2017: 100% › 2018: 100% › 2019: 100%	• • •	
Strengthen the governance framework	Review of the involvement and role of the Vice-Chairs › November 30, 2018	•	
<b>PRIORITY NO. 2: INCREASING THE CFPM'S VISIBILITY</b>			
Modernize the CFPM's image	Launch of new logo › April 30, 2018	•	
Execute the communications plan, including various actions aimed at promoting the CFPM	Launch of the first-ever CFPM website › April 30, 2018	•	
	Emails to elected officials, employees and unions; messages posted on the city intranet and Chair's LinkedIn page for the following initiatives: › CFPM website launch and release of benchmarking analysis › Release of the 2016 Annual Report › Release of the 2017 Annual Report › Release of the 2018 Annual Report › Release of the 2019 Annual Report	• • • • •	
	Press release issued following the publication of the Annual Report › 2016 › 2017 › 2018 › 2019	• • • •	
	Overview of the CFPM's services › on the city's intranet › in an article in the city's employee newsletter <i>Échocité</i> › on a poster distributed internally › on the city's website › in emails to unsuccessful candidates sent from the HR department <sup>2</sup>	• • • •	•

TABLE 1 (CONT'D)

Strategic objectives	Performance indicators and targets	Achieved	Not achieved
<b>PRIORITY NO. 3: LEVERAGE THE CFPM'S NEUTRALITY AND EXPERTISE TO DELIVER VALUE-ADDED SERVICES</b>			
Increase the CFPM's monitoring role	Professional opinions published on staffing and labour management issues › 2017: 1 opinion published › 2018: 1 opinion published › 2019: 1 opinion published	• • •	
	Publishing of benchmarking analysis of staffing practices at seven public organizations, including Ville de Montréal › April 30, 2018	•	
<b>PRIORITY NO. 4: CONTINUE WORKING IN A COLLABORATIVE MODE WITH STAKEHOLDERS</b>			
Increase knowledge and information sharing with stakeholders	Number of meetings with the HR department's staffing management team › 2017: 3 › 2018: 3 › 2019: 5	• • •	
	Number of meetings with main employee unions and associations › 2017: 6 › 2018: 3 › 2019: 4	• • •	
	Number of meetings with the Director General's office and/or the Executive Committee › 2016: 1 › 2017: 2 › 2018: 1 › 2019: 2	• • • •	
Improving the quality of the recommendations issued	Percentage of recommendations adopted or in the process of being adopted by the HR department › 2017: Not quantified › 2018: 80% › 2019: 80%	• •	

1: Not achieved because of the Chair's departure.

2: The HR department denied the CFPM's request in this regard.

# ACTIVITY REPORT

The CFPM is an independent body reporting directly to city council. Its mandate is to investigate complaints submitted by individuals that feel aggrieved by a city staffing process.

## Commission meetings

In 2019, the CFPM held seven regular meetings (February 21, April 12, May 16, July 17, August 15, September 20 and October 24). During the meetings, members of the Commission are informed of the complaints recently dealt with by the investigator assigned to the file, who explains the elements of the investigation related to said file. Following the presentation of files, the members decide on the merits of the complaints and may propose recommendations to the organization unit or individual concerned. Substantial amendments to the investigation report may be requested following the submission of the findings of a complaint. In these cases, a special meeting is organized for a second presentation of the file by the investigator taking into account the proposed amendments.

## Definitions

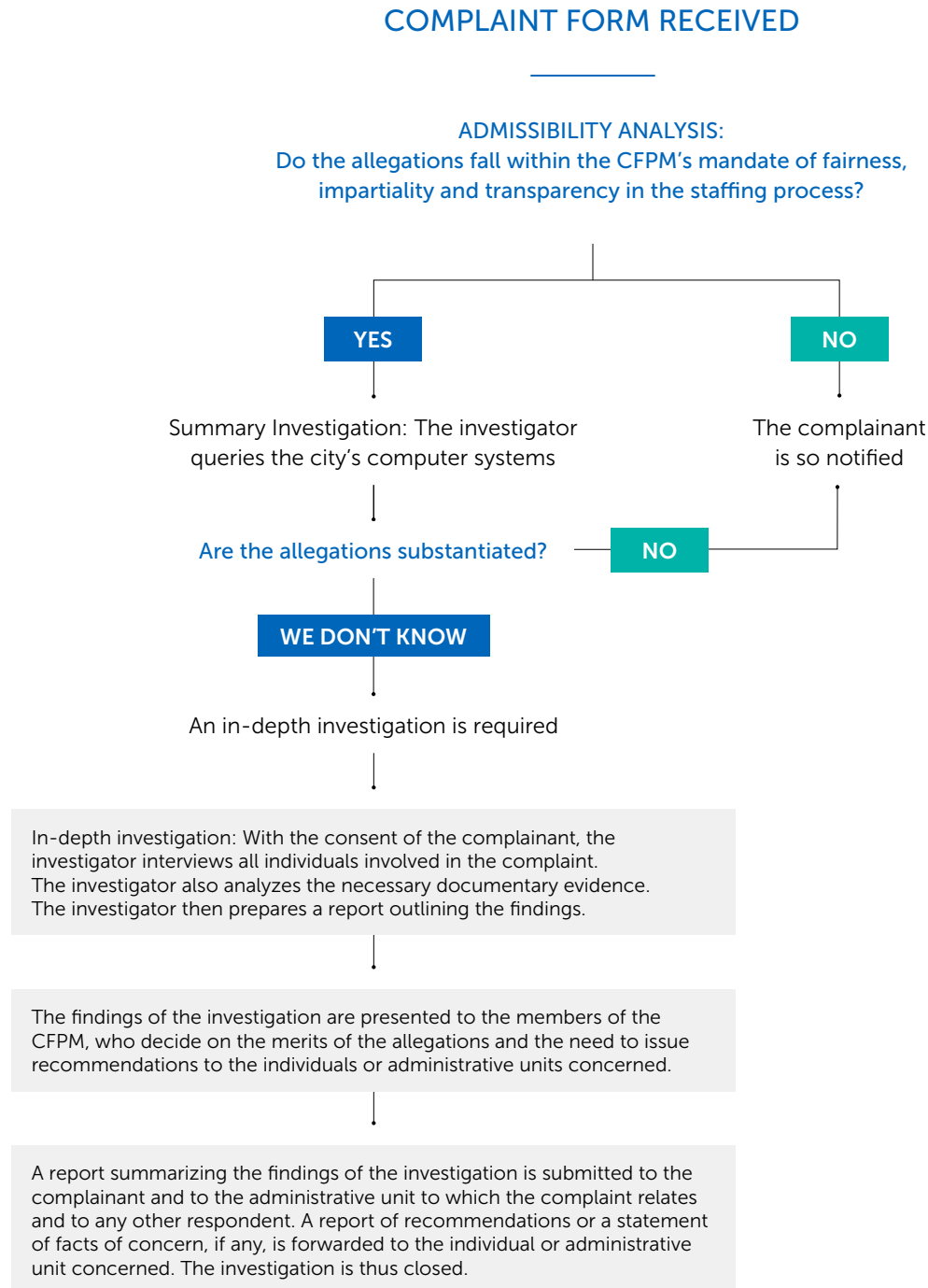
In 2017, the Commission developed guidelines to facilitate decision-making on the merits of the complaints it receives. The Commission's decision-making is based on the following definitions:

**Complaint:** The CFPM defines a complaint as a request for action by an individual who complains of an alleged breach in connection with a Ville de Montréal staffing process.

## Analysis of the admissibility of a complaint:

The admissibility analysis consists in verifying whether the allegations made in support of the complaint could, if proven, provide a basis for concluding that the Ville de Montréal's staffing process was not conducted in an impartial, fair or transparent manner. Upon receipt, unless the complaint falls outside its jurisdiction, the Commission analyzes all information from the complainant and the systems to which it has access to determine its admissibility and the need for a thorough investigation. A complaint will be considered admissible when only a thorough investigation can lead the investigator to form conclusions as to the merits of the complainant's allegations. Before deciding whether a complaint is admissible, the investigator must generally conduct a summary investigation through searches of the city's computer systems, to which the investigator has full access. If such searches alone determine that the allegations are clearly unsubstantiated, the complaint is deemed inadmissible and the complainant is so notified (see Figure 1).

**FIGURE 1**  
THE CFPM'S COMPLAINT-HANDLING PROCESS



**In-depth investigation procedure:** Where an in-depth investigation is deemed necessary to shed light on the complainant’s allegations, the Commission investigator ensures that all individuals concerned directly, and sometimes indirectly, by the complaint are interviewed. After analyzing the documentary and testimonial evidence, the investigator prepares a report outlining the current conditions in the department or borough concerned and the facts surrounding the allegations. The findings are presented by the investigator at the CFPM’s monthly meeting, during which the members gauge the merits of the complaint.

**Substantiated allegation:** The allegation is substantiated if the evidence gathered shows that the breach reported by the complainant did in fact occur. Since the Commission’s investigations are administrative in nature, evidence is to be established on a balance of probabilities. Accordingly, the alleged breach must be more likely than not to have occurred for the allegation to be deemed substantiated.

**Unsubstantiated allegation:** The allegation is unsubstantiated if either the evidence shows that the breach did not occur or the evidence gathered is insufficient to prove the breach. There may be cases where an allegation is unsubstantiated due to a lack of evidence. In this case, a complaint can be submitted in good faith without the CFPM being able to establish its merits.

The allegations reported by the complainants relate to irregularities or breaches of impartiality, fairness or transparency. The validity of the skills assessment methodology also constitutes an admissible ground of complaint, as it relates to fairness. It is important to define each of these terms to achieve a common understanding.

**Fairness:** The principle of fairness refers to a sense or perception of justice in a given situation. It also represents the inclination to use reason. In staffing, fairness refers to giving everyone what they deserve.

**Impartiality:** The principle of impartiality implies neutrality and objectivity. In staffing, this means that decisions are made in accordance with the applicable rules and without bias or partisan considerations.

Allegations of bias include allegations of discrimination. The principle of discrimination is defined by the *Charter of human rights and freedoms*, which protects all Québec employees who work for an entity under provincial jurisdiction. Therefore, according to the Charter:

*10. Every person has a right to full and equal recognition and exercise of his human rights and freedoms, without distinction, exclusion or preference based on race, colour, sex, gender identity or expression, pregnancy, sexual orientation, civil status, age except as provided by law, religion, political convictions, language, ethnic or national origin, social condition, a handicap or the use of any means to palliate a handicap.*

*Discrimination exists where such a distinction, exclusion or preference has the effect of nullifying or impairing such right.*

**Transparency:** The principle of transparency generally requires the organization to disclose the hiring process, nature and requirements of the jobs to be filled and the terms and conditions of participation in Ville de Montréal’s staffing processes.

**Validity:** In the context of competency, validity refers to the ability of an assessment tool to measure what it purports to measure. For example, a French-language proficiency test will be considered valid if its questions pertain to the French language and effectively assess the applicant’s knowledge of French.

## Portrait of complaints

As shown in Table 2, **52 complaints** were submitted to the CFPM in 2019, **12 of which proved admissible**, thereby triggering an **in-depth investigation**. Of the remaining, **20 complaints resulted in a summary investigation**, but were found inadmissible by the investigator, as a search of the city’s computer systems demonstrated that the allegations were unsubstantiated. Twelve other complaints were found inadmissible upon receipt, either because the 45-business day limitation period was exceeded or because their grounds fell outside the CFPM’s jurisdiction. Lastly, **8 complainants withdrew their complaints, which were therefore not pursued**. At first glance, the Commission conducted a total of 32 investigations in 2019, when adding together the in-depth and summary investigations.

**TABLE 2**  
PORTRAIT OF COMPLAINTS FILED

Types of complaint	Type of investigation conducted	#	%
Admissible	In-depth	12	23
Inadmissible	Summary	20	38
	None	12	23
Withdrawals		8	15
<b>TOTAL</b>		<b>52</b>	

## BASIS AND REASONS FOR ADMISSIBLE COMPLAINTS

Given that some complainants provided more than one reason for filing their complaint, the 12 admissible complaint files that triggered an in-depth investigation resulted in the analysis of **19 allegations**. Among these allegations, **4 were found to be substantiated**.

Of the 19 allegations that triggered an in-depth investigation, the main reasons cited were bias during the interview or unfairness in the administering or correction of the written exam (68%). An allegation of racism proved unsubstantiated. Of the 12 complainants who testified during an in-depth investigation, only one alleged discrimination, on the grounds of age.

## 2018–2019 COMPARISONS

Table 3 compares the data for 2019 to 2018. The Commission received and handled 36 complaints in 2018, excluding withdrawn complaints, while 44 complaints were submitted in 2019, for an **increase of 18%**.

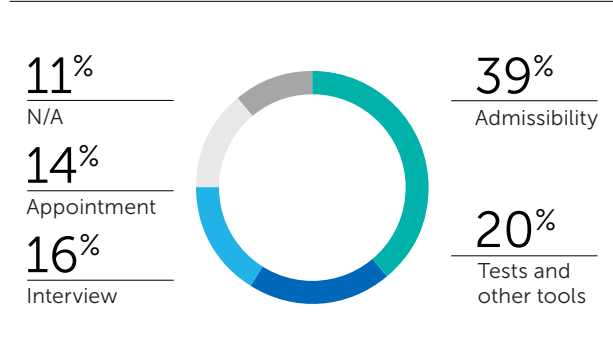
The data in Table 3 shows that despite the 18% increase in the number of action requests, **admissible complaints were down by 20%**. Moreover, the number of inadmissible complaints climbed sharply by 34%. An analysis of the grounds for complaint inadmissibility shows that staffing rules had been followed by the Human Resources department in 53% of the cases. The limitation period had been exceeded in 22% of the cases. Moreover, 15% of inadmissible complaints fell outside the CFPM’s jurisdiction. The data in Table 3 indicates an increase in the Commission’s workload in 2019 compared with the previous year. In addition, the number of withdrawn complaints decreased slightly, from 11 in 2018 to 8 in 2019. As highlighted by data on page 14, only 2% of the city’s staffing processes give rise to a complaint to the Commission.

**TABLE 3**  
2018-2019 COMPARISONS

	2018	2019	2019-2018 difference
Total number of action requests (admissible and inadmissible but not withdrawn complaints)	36	44	↑ 18%
Number of admissible complaints	15	12	↓ 20%
Number of inadmissible complaints	21	32	↑ 34%
Number of withdrawn complaints	11	8	↓ 27%
Average handling time to conduct an investigation*	35	39	↑ 10%

\* Calculated in business days

### STAGES OF THE STAFFING PROCESS TARGETED BY COMPLAINTS



### STAGES OF THE STAFFING PROCESS TARGETED BY COMPLAINTS

The city's staffing processes consist of several stages, including:

- › Eligibility, which primarily includes screening CVs based on job requirements such as required education and experience;
- › Administering exams, questionnaires or online tests on required knowledge, language skills or personality traits;
- › A competency assessment interview or suitability interview, which is usually structured;
- › Appointment.

In 2019, the Commission conducted extensive investigations into allegations primarily related to admissibility (39%) and tests and other assessment tools (20%). In other words, these two stages of the staffing process were those in which the complainants felt the most aggrieved, followed by interviews (13%) and appointments (13%).

### TYPES OF JOBS INVOLVED IN COMPLAINTS

Of the 13<sup>1</sup> staffing processes that resulted in an admissible complaint in 2019, the majority, or 69%, were related to permanent staffing, 15% involved temporary staffing and 15% qualifying processes to create banks of qualified candidates to fill permanent and temporary jobs that will eventually become available in the business units. These numbers are very similar to those of 2018.

The CFPM considers it normal that more complaints pertain to permanent positions, which are more sought-after by candidates than temporary positions.

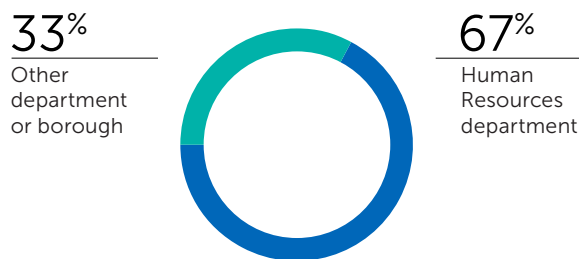
<sup>1</sup> The 12 complaints were related to 13 staffing processes.



### JOB CATEGORIES INVOLVED IN COMPLAINTS



### ADMINISTRATIVE UNIT INVOLVED IN COMPLAINTS



### JOB CATEGORIES INVOLVED IN COMPLAINTS

In 2019, half of admissible complaints, or 6, involved white-collar positions, while 2 complaints each involved blue-collar, professional and management positions at Ville de Montréal, or 17% each. None of the complaints analyzed was for a firefighter or police officer job.

Complaints about white-collar positions were slightly overrepresented in the data, since white-collar jobs accounted for 40% of the postings by the HR department, as shown in Table 4. Over the last few years, with the exception of 2018, the distribution of admissible complaints handled by the CFPM by job category has been proportionate to that of the positions the HR department has sought to fill.

**TABLE 4**  
DISTRIBUTION OF POSTINGS AND NUMBER OF APPLICATIONS BY JOB CATEGORY

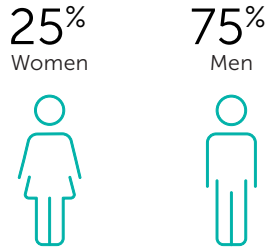
	Total applications	% Postings
White-collar	128,198	56
Professionals	45,294	20
Management	21,525	9
Blue-collar	13,980	6
Other job categories (firefighters, police officers, crossing guards, miscellaneous)	21,160	9
<b>TOTAL</b>	<b>230,157</b>	<b>100</b>

The HR department advertised **3,946 job postings** between January 1 and December 31, 2019, which means that only 2% of the city’s staffing processes resulted in a complaint to the CFPM. In addition, more than **230,157 applications** were received in connection with these postings.

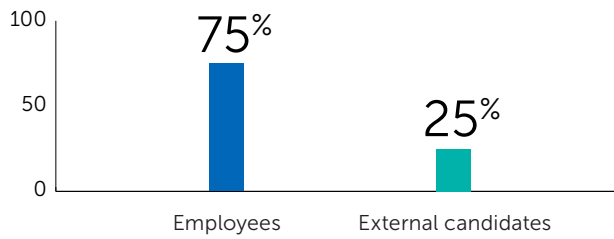
### ADMINISTRATIVE UNIT INVOLVED IN COMPLAINTS

By analyzing the complaint forms and testimony of the complainants to identify who, from the HR department or another administrative unit, was involved in the complaint, the Commission was able to determine that HR is involved in 67% of complaints, whereas for 33% of complainants, the department or borough that was seeking to fill the position was responsible. Percentages are the same as last year.

## GENDER



## EMPLOYMENT STATUS OF COMPLAINANTS



### Portrait of complainants

The above paragraphs and charts provide a portrait of those who sought the Commission's assistance in action requests and for which in-depth investigations were conducted.

### GENDER, EMPLOYMENT STATUS AND DIVERSITY

Of the 12 individuals who filed an admissible complaint with the CFPM in 2019, 75% were men and 25% were women.

In addition, as was the case in 2018, a greater proportion of those who filed an admissible complaint to the Commission were already Ville de Montréal employees (75%) compared with external applicants (25%).

Of those who filed an admissible complaint with the CFPM in 2019, 50% self-identified as not part of a designated group, while 50% reported visible minority status.

### RECOMMENDATIONS

In 2019 like in 2018, the Commission was striving to continue improving the quality of the recommendations it issued to the HR department, as presented in Table 1. The scope of these recommendations ought to have a positive impact on as many people as possible. The selected performance indicator is the percentage of recommendations that the HR department had adopted or was in the process of adopting. The Commission sought to achieve 80% follow-up in 2019. In total, the CFPM has issued seven recommendations to HR and is pleased that this objective has been met. The recommendations are set out in Table 5.

**TABLE 5**  
**RECOMMENDATIONS ISSUED TO HR AND FOLLOW-UP PERFORMED**

**Statement No. 1** of the CFPM recommendation to the HR department

The CFPM found that the posting involved in the complaint said: “For all other questions left unanswered by the FAQ, please send an email at [dotation@ville.montreal.qc.ca](mailto:dotation@ville.montreal.qc.ca) and include the job posting number in the subject line.”

The two requests sent to this inbox by the complainant received no answer, prompting him to file a complaint. The CFPM understands that the HR department cannot reply to every requests it receives in the [dotation@ville.montreal.qc.ca](mailto:dotation@ville.montreal.qc.ca) inbox. However, in the interest of transparency, the Commission recommends that HR adjusts the information it provides to applicants to better reflect its operational reality. For example, for job postings targeting external candidates, the CFPM suggests adding a notification to the effect that only selected applicants will be contacted. In the same vein, the Frequently Asked Question section, where applicants are invited to contact [dotation@ville.montreal.qc.ca](mailto:dotation@ville.montreal.qc.ca) for additional information, located on the Jobs page of the city’s portal, should be redesigned.

**RESPONSE PROVIDED BY THE HR DEPARTMENT REGARDING THE FOLLOW-UP ON THIS RECOMMENDATION**

The HR department agrees with the CFPM’s recommendation. The staffing and employment diversity management team is currently reviewing all the postings from their department with the goal of standardizing them as much as possible. The management team also seeks to improve the applicants’ experience with clear, detailed and attractive job postings. Consequently, it remains important to inform candidates of the way they can get answers to their questions by communicating with the management team. The link to the [dotation@ville.montreal.qc.ca](mailto:dotation@ville.montreal.qc.ca) inbox will be used in a systematic way for all job postings, and teams will respond to all queries from applicants within a reasonable time. The Frequently Asked Question section of the Jobs page of the Ville de Montréal portal was removed following the website redesign (now [montreal.ca](http://montreal.ca)). A link to the same [dotation@ville.montreal.qc.ca](mailto:dotation@ville.montreal.qc.ca) inbox still exists, but is now displayed under the heading “soutien technique” (technical support) for online applications. To yet improve the applicant experience, this notification will be displayed to ensure that interested candidates can easily apply on the platform.

TABLE 5 (CONT'D)

**Statement No. 2** of the CFPM recommendation to the HR department

The CFPM recommends to the HR department that interviews in the staffing process for executive administrative secretary be conducted by a committee of at least two assessors. In a December 2018 notice on this issue, the Commission argued that single-assessor interviews should only be used as part of temporary processes and for jobs with low stakes and technical requirements. In fact, applying this practice in the process complained of is contrary to the opinion of the CFPM, since the executive administrative secretary position involves significant organizational issues. In addition, the process at issue was intended to fill a permanent and not a temporary position.

**RESPONSE PROVIDED BY THE HR DEPARTMENT REGARDING THE FOLLOW-UP ON THIS RECOMMENDATION**

The HR department disagrees with the CFPM's recommendation. Interviews are conducted by a single recruiter for both temporary and permanent executive administrative secretary processes. This decision had been made because the position requires no technical expertise and the recruiter uses a structured interview template (established skills profile, predetermined behavioural questions, suggested probing questions and anchorings to ensure a standardized score and work simulation). Moreover, interviews are administered by an experienced recruiter with an excellent understanding of the position and interview techniques. This way of doing things ensures a valid and fair assessment, as well as an efficient management of the executive administrative secretary processes. The filling of positions for executive administrative secretaries is unique because the temporary and permanent appointment stages are not pertinent and the employer appoints the qualified applicant of their choice. We must ensure that all applicants among whom the manager will make a selection are qualified.

TABLE 5 (CONT'D)

**Statement No. 3** of the CFPM recommendation to the HR department

The CFPM has discovered during its searches that candidates were qualified after a minimum of three postings to fill a permanent executive administrative secretary position (VACA). While this way of doing things is not prohibited by the white-collar collective agreement, it goes against the common practice known by city employees, since this type of job posting includes no qualifying exam, unlike those for building a list of qualified candidates (QUAL) and filling a permanent reserved position (VPERM). The Commission considers that using qualifying assessments in the context of a job posting to fill a permanent position is unfair and lacks transparency in the broad sense. Candidates who apply to job postings for creating a list of qualified candidates and filling a permanent reserved position can expect to be invited to such competency assessments. However, this is not expected step in the process when filling open permanent positions. It is thus more than likely that some candidates refrained from applying to these job postings, knowing that they were reserved for already eligible applicants. Insofar as the HR department sometimes conducts qualifying assessments in the context of job postings to fill open positions, the CFPM recommends communicating this information in a transparent manner. The following notification could, for example, be added to job postings to fill banks of qualified candidates. "While this posting is restricted to eligible applicants, in the absence of a beneficiary, the HR department reserves the right to conduct assessments to create a pool of qualified candidates".

**RESPONSE PROVIDED BY THE HR DEPARTMENT REGARDING THE FOLLOW-UP ON THIS RECOMMENDATION**

The HR department agrees with the CFPM's recommendation. The staffing and employment diversity management team made sure that the processes for filling an open permanent position did not involve qualifying procedures anymore. No notification had to be included in job postings. This practice is evident among recruiters and qualifying processes are only possible when filling an open permanent reserved position or creating a pool of qualified candidates.

TABLE 5 (CONT'D)

**Statement No. 4** of the CFPM recommendation to the HR department

As part of an investigation, some testimonies gathered showed that little to no training is provided to recruiters on the applicant competency assessment interview (structured interview). In other words, advisors in the white-collar, blue-collar and firefighter staffing team attend no statutory skill-building sessions on the structured interview as administered at Ville de Montréal. It is more than necessary for anyone assigned to conduct such an interview to be trained on the best practices. The Commission thus recommends to the HR department to ensure that recruiters assigned to competency assessment interviews are adequately trained for conduction such interviews. This is even more important given that HR has steadily been expanding the use of single-assessor interviews in the last two years, especially to fill positions of office clerks, administrative secretaries and general workers. This appears to also be the case for executive administrative secretary positions.

**RESPONSE PROVIDED BY THE HR DEPARTMENT REGARDING THE FOLLOW-UP ON THIS RECOMMENDATION**

The HR department agrees with the CFPM's recommendation. The staffing and employment diversity management team cares about the skills development of all its employees. For that reason, it favours the sharing of knowledge and coaching. A junior recruiter will naturally be trained upon hire, then monitored and coached for developing skills. For seasoned recruiters, the CFPM favours a codevelopment approach and the sharing of best practices within communities of practice.

TABLE 5 (CONT'D)

**Statement No. 5** of the CFPM recommendation to the HR department

The Commission, based on an external appraisal it requested, recommends to the HR department to completely overhaul the written exam for the position of technical officer, civil engineering, water and sewer systems. This recommendation seeks to ensure that the written exam corresponds to an education level equivalent to a DCS.

The impartial appraisal requested by the CFPM demonstrates that the overall difficulty level of the exam is too low, which makes it impossible to target and retain good candidates. The phrasing of some questions and answers in the correction key present irregularities that, according to the Commission, must be corrected for applicants to be properly assessed. The Commission has submitted the full analysis report of a content expert of the Commission scolaire des Trois-Lacs to the HR department. This unbiased analysis was requested in support of the file, due to the irregularities between the correction key and the copies of the written exam given to the applicants that were identified by the CFPM.

#### **RESPONSE PROVIDED BY THE HR DEPARTMENT REGARDING THE FOLLOW-UP ON THIS RECOMMENDATION**

The HR department agrees with the CFPM's recommendation. The tools to assess expertise were entirely redesigned. A committee consisting of four managers experts in the field (civil engineering – water and sewer systems) and of an HR professional analyzed the content of the written exam. Following discussions, it was agreed that the exam must be withdrawn and replaced by a preparatory exercise. The correction key was prepared concurrently. Exact answers are expected for all questions. Points are awarded for each question and anchorings were added to establish the applicant's final score. The staffing and employment diversity management team can thus ensure the standardized assessment of everyone. This new approach makes it possible to properly assess applicants and select the most qualified for the position.



TABLE 5 (CONT'D)

**Statement No. 6** of the CFPM recommendation to the HR department

The Commission recommends that the instructions for the project controller preparatory exercise be standardized. More specifically, it suggests that there would be no disparities between the instructions presented as a printed document and a computerized file. This recommendation seeks to avoid any confusion on the part of applicants who are preparing and ensure that they clearly understand what is expected of them during this exercise.

**RESPONSE PROVIDED BY THE HR DEPARTMENT REGARDING THE FOLLOW-UP ON THIS RECOMMENDATION**

The HR department agrees with the CFPM's recommendation. HR also agrees that the instructions for a preliminary exam should be complete and presented in a rigorous manner. Reminders on the relevant best practices are sent periodically to recruitment teams.

**Statement No. 7** of the CFPM recommendation to the HR department

The Commission determined that the complainant, who is a retired employee of the city, applied and was asked to create a new profile in SIMON, thus creating a duplicate entry in the positions register, since the complainant already had a file. This caused confusion for the HR personnel, which negatively affected the complainant. The Commission considers that improvements could be made to the SIMON online application platform to prevent this kind of situation and allow the HR department to better identify Ville de Montréal's retired employees. This course of action could help HR more easily identify these retired employees when they apply to job postings.

**RESPONSE PROVIDED BY THE HR DEPARTMENT REGARDING THE FOLLOW-UP ON THIS RECOMMENDATION**

The HR department agrees with the CFPM's recommendation, but since carrying out the recommended improvements to the retired applicants' profile in SIMON is impossible, the HR department is exploring ways to ask applicants the following questions when they reply to a specific job posting: "Have you ever been an employee at the Ville de Montréal or one of its paramunicipal organizations? Are you a Ville de Montréal retired employee? » This would allow recruiters to learn the former employee status of candidates from the start of the recruitment process.

# BUDGET

The Commission’s expenditure budget covers current and operating expenses attributable to the fiscal year ended December 31, 2019.

For 2019, the original CFPM budget was \$726,000. The favourable difference of \$374,300 between the original budget and actual expenditures resulted primarily from lower-than-expected direct compensation to Commission employees and members (\$314,900) and lower-than-expected expenditures in other groupings (\$59,400).

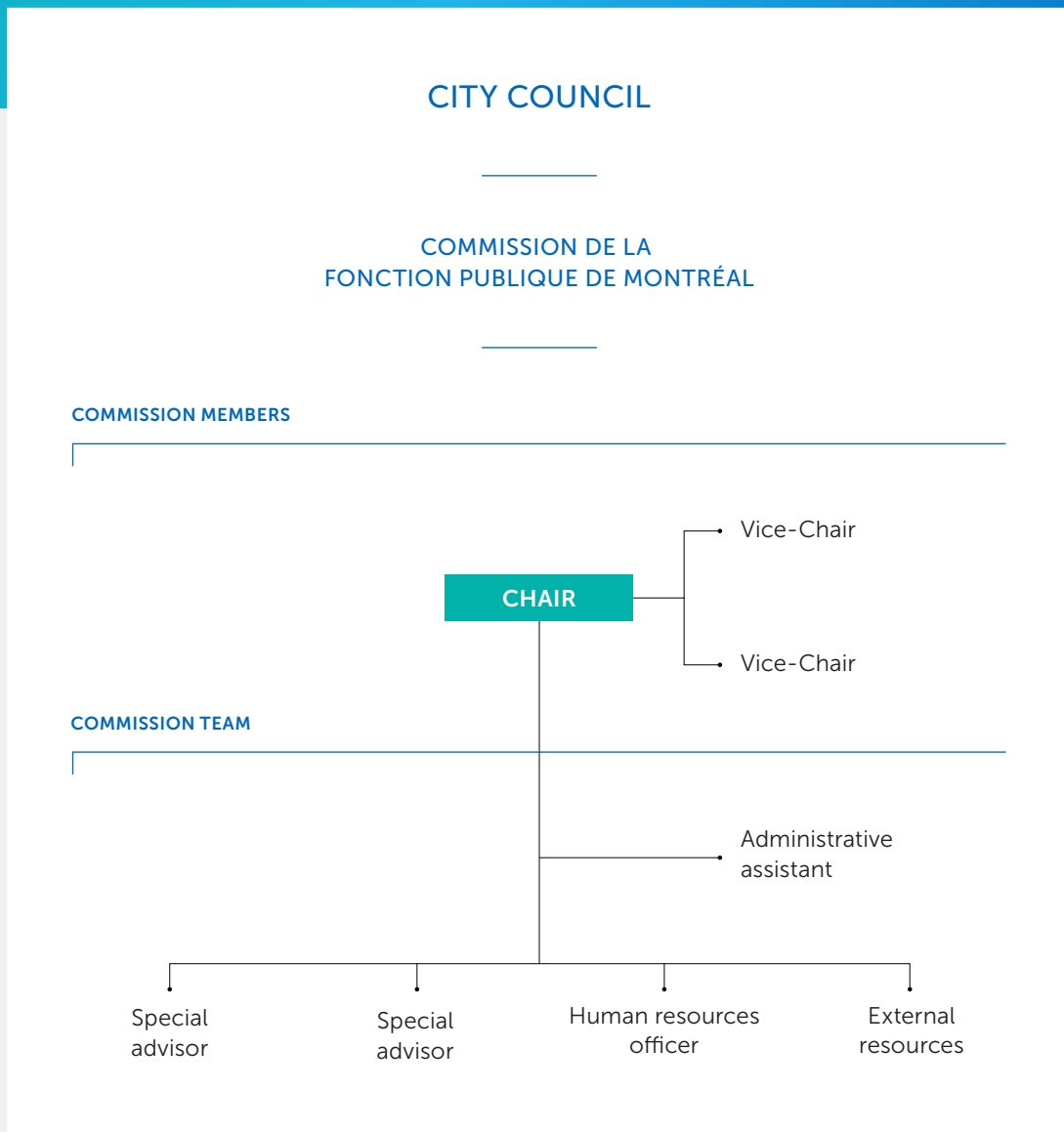
**OPERATING BUDGET AND EXPENSES FOR FISCAL 2019**  
(in thousands of dollars)

Original budget	726.0
<b>Total actual expenditures</b>	
Compensation and employer contributions	278.1
Transportation and communications	6.5
Professional, technical and other services	62.7
Leasing, maintenance and repair	2.7
Durable and non-durable goods	1.7
<b>Difference (\$)</b>	<b>374.3*</b>

\* Unused amounts have been returned to the city’s surplus.

# ORGANIZATIONAL CHART

AS OF DECEMBER 31, 2019



# TEAM

The CFPM team deploys the values of fairness, impartiality, transparency and competency in all its actions and decisions, and performs its duties in the public interest with objectivity and neutrality.

## Members

The CFPM consists of three members appointed by the city council: one chair and two vice-chairs. The Chair of the Commission is a full-time position, while the Vice-Chairs work part-time, but cannot hold another position with Ville de Montréal. The current members of the CFPM have a four-year term of office, as stipulated in the city council's appointment resolution.

### Isabelle Chabot

Chair

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A member of Québec Ordre des conseillers en ressources humaines agréés (CRHA), Isabelle Chabot held increasingly senior positions in large organizations in the municipal, entertainment and banking sectors before joining the Commission de la fonction publique de Montréal in May 2020.

Throughout her career, she acquired a strong expertise in labour management, recruiting and selection, skills and organizational development, and change management.

### Marie-Chantal Lamothe

Vice-Chair

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A member of the Québec Ordre des conseillers en ressources humaines agréés (CRHA), Marie-Chantal Lamothe is an experienced and recognized human resources management professional. She was originally appointed by city council at its February 24, 2015, meeting as Vice-Chair of the Commission de la fonction publique de Montréal and her term of office with the Commission was recently renewed for an additional four-year term beginning in March 2019.

She is the Chief Human Resources Officer at the Business Development Bank of Canada since 2019, where she is in charge, among other things, of human resources management, internal communications, change management and transformation projects and diversity and inclusion.

She has a strong and varied experience in sectors that include pharmaceuticals, banking and aeronautics, as well as in consulting. Marie-Chantal Lamothe is also involved in several philanthropic activities and serves on the board of directors of various organizations.

### Micheline Van-Erum

Vice-Chair

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Micheline Van-Erum was appointed Vice-Chair of the Commission de la fonction publique de Montréal by city council at its June 13, 2017, meeting. She has a four-year term of office.

A now retired lawyer, Micheline worked for over 30 years with the Canadian Department of Justice. From 2010 to 2016, she served as Assistant Deputy Attorney General. During her career, Micheline was a member of many important committees at the Canadian Department of Justice and the Canada Revenue Agency. Among other distinctions, she served on the Board of Governors of the Canadian Tax Foundation.

In addition to her highly successful professional career, Micheline is the recipient of the 2015 John Tait Award of Excellence for achieving the highest standards of professional conduct and competence and exemplifying preeminent public service.

### Organizational structure

As of December 31, 2019, the CFPM consisted of five employees, a Chair, an Administrative Assistant, two Advisors and an Officer.



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