



2018  
ANNUAL REPORT



1

Mission and vision

2

Highlights

4

Message from the Chair

6

Strategic objectives and achievements

10

Activity report

22

Budget

23

Organizational chart

24

Team

## 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 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 2018, the CFPM stayed the course to meet the strategic objectives set in 2017. These include adopting a new complaint procedure and increasing its visibility through various internal and external communications initiatives.

47

Complaints received

33

Investigations conducted

4

Recommendations issued to the  
Human Resources department

35

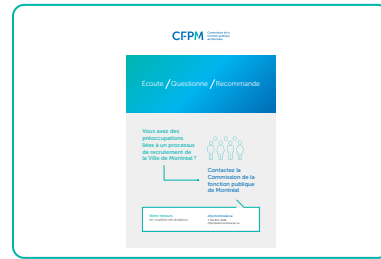
Business days, on average,  
to handle a complaint

# 4

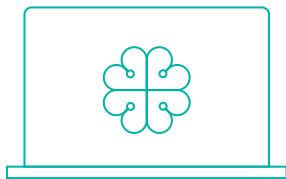
## Large-scale initiatives to raise the visibility of the CFPM



Official launch of the first-ever CFPM website



Advertising poster created and displayed on all internal bulletin boards



Reference to the CFPM on the *Careers* page of the Ville de Montréal website



Article on the CFPM published in *ÉCHOCITÉ*: "La CFPM : un organisme qui gagne à être connu" (CFPM: an organization worth getting to know)

# MESSAGE FROM THE CHAIR

## 2018: A year of consolidation



Three major Commission initiatives were launched in the first quarter of 2018. First, an internal and external communication campaign was implemented, including the launch of the CFPM's very first website. At the same time, the organization published a major benchmarking study of staffing practices in seven large Canadian public and parapublic organizations, including Ville de Montréal. Lastly, a new complaints procedure was introduced based on the principles set out in the *Guide des meilleures pratiques à l'intention des avocats effectuant des enquêtes sur des plaintes de harcèlement psychologique en milieu de travail* (best practices guide for lawyers investigating complaints of psychological harassment in the workplace), published in 2017 by the Barreau du Québec. The CFPM has made the necessary adjustments to reflect the nature of the complaints it handles.

These efforts are producing results today. Indeed, all those who voluntarily responded to a newly created satisfaction survey indicated that they were "satisfied" or "very satisfied" with the quality of service provided by the CFPM during the investigation concerning them. Both complainants and respondents were surveyed. Furthermore, almost all survey respondents indicated that they felt the investigation had been conducted in a neutral and impartial manner by the investigator. These two findings represent a great success for the Commission, whose first objective of the 2017–2020 Strategic Plan was to improve its credibility with all clientele.

The challenge of improving the CFPM's visibility and communications, the second priority identified during strategic planning, was also met with great success! Communication initiatives such as distributing a poster promoting our services and publishing an article about the Commission in *Échocité*, the Ville de Montréal employee newsletter, have proven effective in making the CFPM more visible across the organization. In addition, the launch of the Commission's website in April 2018 and the addition of a reference to the CFPM as the primary staffing recourse for external candidates on the *Careers* page of the city's website helped raise visibility for this clientele, often unaware of the services offered by the CFPM.

As for efforts toward our third priority of leveraging the Commission's neutrality and expertise to offer value-added services, it was also "mission accomplished"! In April 2018, together with HEC Montréal, the Commission published a major study of the staffing practices of seven Canadian public and parapublic organizations, including four of Québec's five largest municipalities (Montréal, Gatineau, Laval and Longueuil), in addition to Hydro-Québec, Université de Montréal and the Canadian Department of Justice. This analysis revealed that the staffing practices implemented by Ville de Montréal are comparable to those recommended by other organizations. They also generally meet the quality standards sought in this area. Without stating that there is no room for improvement in the staffing practices put forward by the city's HR department, the Commission finds that the processes and procedures governing the recruitment and selection stages to be appropriate.

Lastly, the fourth priority identified in the 2017–2020 Strategic Plan was to continue working closely with stakeholders. For that purpose, the Commission continued its meetings with key stakeholders related to its mandate (the head of HR's staffing branch, the main employee unions and associations, the Director General and the Executive Committee). Overall, the CFPM enjoys productive cooperation with all the aforementioned entities. However, greater cooperation on the part of some representatives from both HR and the unions would be desirable at this stage because, unfortunately, I find there is at times a sense of distrust in the CFPM. This distrust appears to result from a lack of awareness of the Commission's mission and its potential contribution to the continuous improvement of city staffing practices. However, for full cooperation to be possible, the parties must equally contribute to the relationship. I believe that the Commission, including its employees and members, has been making the necessary efforts in this direction over the past two years and that it would be in everyone's interest to build a more trusting relationship. To achieve this, part of the solution I see is for all union and HR representatives—especially those concerned with staffing—to read the content of the CFPM website and this annual report. I therefore call on the leaders of these teams to encourage their respective staff to learn more about the Commission.

In another vein, while I am proud to see the progress accomplished over the past two years, I am disappointed that, since its by-law was amended in May 2016, the Commission is no longer able to handle anonymous staffing complaints. These are now under the purview of the Bureau du contrôleur général (city controller's office), which reports to the Director General. However, I think it would be entirely relevant, even crucial, for investigations of anonymous complaints to be conducted by a neutral entity independent of the city, such as the CFPM. Accordingly, I am calling for an amendment to the Commission's by-law to allow it to handle anonymous complaints once again. I believe that all of the changes made over the past two years to practices and processes, communication methods, and relationships with stakeholders make this amendment to our municipal by-law possible today.

2019 will be characterized by continuing and furthering the efforts toward achieving the strategic objectives set in 2017. I would like to take this opportunity to thank the employees and members of the CFPM for their outstanding support in all the projects implemented over the past two years. Without them, I could not have done it so diligently!



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**Julie Pepin**  
Chairperson

# STRATEGIC OBJECTIVES AND ACHIEVEMENTS

This year, 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 2018 to achieve them, are identified below. Table 1 shows the action plan for achieving the strategic objectives.

## Priority No. 1 Improve credibility

On May 1, 2018, in an effort to increase its credibility with stakeholders and optimize its ways of doing business, the CFPM implemented a new complaints procedure with regard to administrative investigations. Figure 1 on page 11 shows this process. In addition, the Commission continued its efforts to reduce the average handling time for admissible complaints. For 2018, the average handling time was 35 business days, 10 days under target.

## Priority No. 2 Increase visibility and communications

At the beginning of 2018, the Commission adopted a communications plan aimed at raising its various clienteles' awareness of its services. A number of internal and external communication initiatives were implemented. For example, in addition to officially launching its website in the spring, in the fall the CFPM distributed a poster promoting its services to all departments and boroughs throughout the city. It was also featured in an article published in the city's employee newsletter, *Échocité*, on November 8, 2018. In addition, a reference to the CFPM and its mandate as a staffing redress body has been visible on the Ville de Montréal website's *Careers* page since spring 2018.



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

At the time of the official launch of its website in April 2018, the CFPM published “L’analyse comparative des pratiques de dotation de 7 municipalités et organisations publiques” (a benchmarking analysis of staffing practices in 7 municipalities and public organizations). This document, which can be found on the Commission’s website, was prepared collaboratively by CFPM and HEC Montréal. In particular, it shows that Ville de Montréal generally adopts valid and reliable staffing practices. A summary of the main findings of this study can be found in the “Activity report” section of this document.

At the end of the year, the CFPM also posted on its website an opinion on interview panels. More specifically, the Commission addressed the issue of whether a panel interview is always preferable to a single-assessor interview process. The conclusions of this work can also be found in the “Activity report” section.

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

In 2018, the CFPM continued its efforts to increase collaboration with HR representatives as well as those of other administrative units. This objective was cited when the Commission’s by-law was amended in May 2016. The CFPM has also made efforts to raise awareness of its service offering, particularly with the city’s unions.

These collaboration activities took place mainly through information sharing at meetings with the Commission’s various clienteles, 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.

The CFPM would like to work even closer with its stakeholders by 2020, especially since the existing team has the expertise to do more to assist the city with staffing and labour management issues. That being said, the Commission’s management is very pleased with the progress achieved in terms of its collaborative efforts over the past two years. Despite the reluctance of some people to place their full trust in the CFPM, exchanges with the various clienteles are mostly courteous and the communication channels are open.

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

Strategic objectives	Performance indicators and targets	Achieved	Forthcoming	Not achieved
<b>PRIORITY NO. 1: INCREASING THE CFPM'S CREDIBILITY</b>				
Provide data on complaints in the annual report	Inclusion of 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: 45 business days	• •	•	
Pursue the continuous improvement initiative regarding the quality of services	Audit of complaint handling process › December 31, 2017 › December 31, 2019  Update of the internal investigation procedure and adoption of new tools › June 30, 2018	•  •	•	
Support employee competency development	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 #2: INCREASING THE CFPM'S CREDIBILITY</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 <i>LinkedIn</i> 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>1</sup>

TABLE 1 (CONT'D)

Strategic objectives	Performance indicators and targets	Achieved	Forthcoming	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 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: 3	• •	•	
	Number of meetings with main employee unions and associations › 2017: 6 › 2018: 3 › 2019: 3	• •	•	
	Number of meetings with the Director General's office and/or the Executive Committee › 2016: 1 › 2017: 2 › 2018: 1 › 2019: 1	• • •	•	
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: 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 2018, the CFPM held nine regular meetings (February 6, March 22, April 26, May 24, June 21, July 26, October 11, November 8 and December 13). Three special meetings were also held on April 12, October 23 and November 19. During the sessions, 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 organizational unit or individual concerned. Substantial amendments to the investigation report may be requested following the submission of the conclusions 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

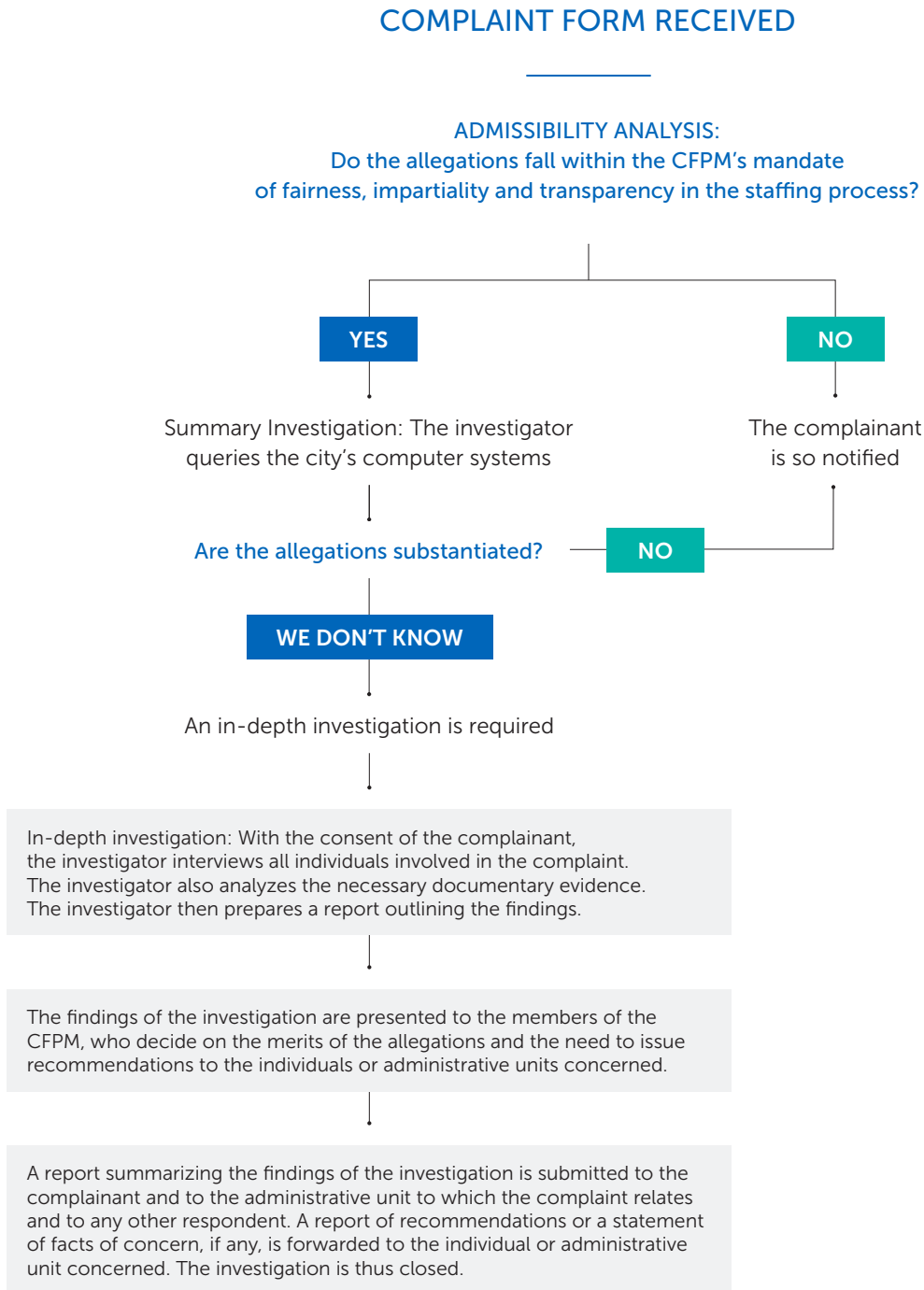
In 2017, the Commission developed guidelines to facilitate decision-making on the merits of the complaints it receives. The Commission's decision-making is based on the following definitions:

**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 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 city's computer 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. 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 COMPLAINTS 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 session, 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 competency 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, **47 complaints** were submitted to the CFPM in 2018, **15 of which proved admissible**, thereby triggering an **in-depth investigation**. Of the remaining 32 complaints, **18 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. Three 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, **11 complainants withdrew their complaints, which were therefore not pursued**.

**TABLE 2**  
PORTRAIT OF COMPLAINTS FILED

Types of complaint	Type of investigation conducted	#	%
Admissible	In-depth	15	32
Inadmissible	Summary	18	38
	None	3	6
Withdrawals		11	23
<b>TOTAL</b>		<b>47</b>	

At first glance, the Commission conducted a total of 33 investigations in 2018, adding together the in-depth and summary investigations. However, the striking fact from the above table is the number of withdrawals that occurred in 2018. Nearly one quarter (23%) of those who filed a complaint with the CFPM decided to withdraw it for various reasons, listed in Table 3. Some of these reasons require a reflective review of the mandate of the CFPM, or at least of the perception that some complainants have of the Commission’s powers and role within Ville de Montréal.

**TABLE 3**  
REASONS FOR WITHDRAWING A COMPLAINT

	#
Fear of retaliation	3
Considers that the powers of the CFPM are too limited	3
No reason specified	2
Refusal to sign the confidentiality agreement	1
Prefers to deal with the union	1
Has received a satisfactory response from HR since submitting the complaint	1
<b>TOTAL</b>	<b>11</b>

The two reasons most often cited by complainants to justify withdrawing their complaint are, firstly, that they are afraid of internal reprisals, particularly that the complaint will adversely affect their chances of being hired in a subsequent staffing process. Second, with its power of recommendation, that the Commission will not be able to overturn a decision for the complainant, even if the complaint is substantiated.

To address the fear of retaliation, in particular, the CFPM has optimized its complaint process to meet the highest quality standards. As a result, since May 2018, all parties interviewed as part of a comprehensive investigation must sign a confidentiality agreement stating that any information to be brought to the attention of the interviewee or discussed with the investigator regarding the complaint submitted must remain confidential.

In addition, to verify whether the complainants may have been retaliated against after submitting a complaint, the Commission conducted an analysis of a sample of 24 internal and external candidates for city jobs in 2017 who submitted a complaint to the CFPM in that same year. The findings from this analysis do not support the assumption of retaliation, as the majority of the individuals in this sample were either successfully hired in a subsequent staffing process or were invited to an interview or test to fill a position. In other words, it was not possible for the Commission to conclude that individuals who submit a complaint are retaliated against or are placed on a “blacklist,” as after submitting

a complaint with the CFPM, 63% had their applications considered in another Ville de Montréal staffing process. With respect to the remainder of the group studied, no clear conclusions can be drawn from this, since some individuals are no longer employed by the city for various reasons not related to staffing (e.g., retirement), while others have applied without being hired, on grounds that the Commission considers reasonable on the part of the HR department, such as not having the qualifications required for the desired job.

### BASIS AND REASONS FOR ADMISSIBLE COMPLAINTS

Given that some complainants provided more than one reason for filing their complaint, the 15 admissible complaint files that triggered an in-depth investigation resulted in the analysis of **19 allegations**. Of these allegations, **none were substantiated**.

Of the 19 allegations that triggered an in-depth investigation, the main reasons cited were unfairness and bias in the admissibility, interview or nomination stages (79%). Only 5% of the allegations pertained to assessment tool validity and 16% to staffing process transparency. Of the 15 complainants who testified during an in-depth investigation, three alleged discrimination on the grounds of age or gender. These allegations were found to be unsubstantiated.

### 2017–2018 COMPARISONS

Table 4 compares the data for 2018 to 2017. While the Commission received and handled 47 complaints in 2017, excluding withdrawn complaints, 36 complaints were submitted in 2018, **down 23%**.

As shown in Table 4, the 23% decrease in the number of action requests resulted mainly from the sharp decrease in the number of admissible complaints in 2018. In addition, the number of people who withdrew their complaint nearly doubled, from 6 cases in 2017 to 11 cases in 2018. The data in Table 4 indicate a substantial slowdown in the Commission’s workload in 2018 compared with the previous year. Moreover, the decline in CFPM’s workload since the amendments to its by-law in May 2016 appears more likely when comparing action requests between 2016 and 2018. Indeed, there is a **31% decrease in the number of admissible and inadmissible complaints handled**, which is significant. Furthermore, as shown on page 16, only 1% of the city’s staffing processes give rise to a complaint to the Commission. According to CFPM’s management team, these issues will soon have to be given some consideration on the part of the elected officials to which the Commission reports, to reflect on its mandate. The question of the Commission’s powers and the expansion of its clientele to include complainants wishing to remain anonymous, for example, could then be addressed.

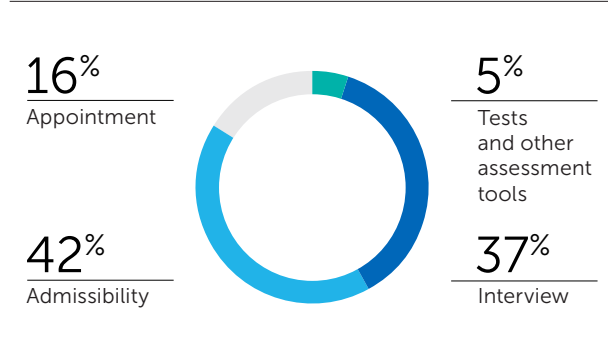
**TABLE 4**  
**2017–2018 COMPARISONS**

	2017	2018	2018–2017 difference
Total number of action requests (admissible and inadmissible complaints excluding withdrawals)	47	36	↓ 23%
Number of admissible complaints	24	15	↓ 38%
Number of inadmissible complaints	23	21	↓ 9%
Number of withdrawn complaints	6	11	↑ 83%
Average handling time to conduct an investigation*	49	35	↓ 29%

\* 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.

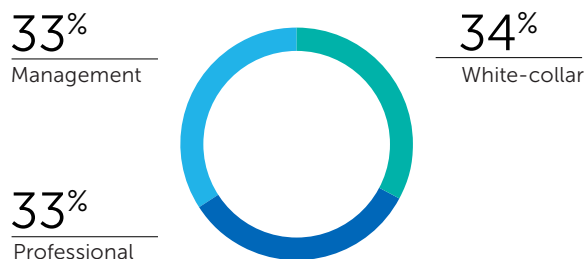
In 2018, the Commission conducted extensive investigations into allegations primarily related to admissibility (42%) and interviews (37%). In other words, these two stages of the staffing process were those in which the complainants felt the most aggrieved, followed by appointments (16%) and then tests and other assessment tools (5%).

**TYPES OF JOBS INVOLVED IN COMPLAINTS**

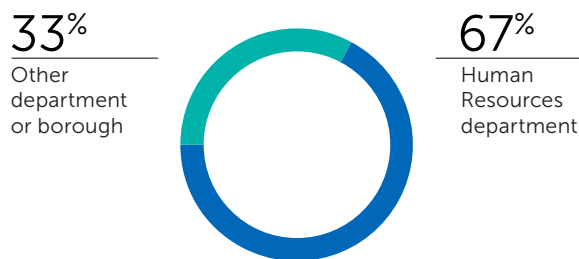
Of the 15 staffing processes that resulted in an admissible complaint in 2018, the majority were related to permanent staffing (67%), while one fifth was temporary (20%). The remainder of the complaints involved qualifying processes (13%) to create banks of qualified candidates to fill permanent and temporary jobs that will eventually become available in the business units. This data differs significantly from 2017, in that the number of complaints involving qualifying processes fell by half in 2018, whereas the number of complaints involving permanent jobs was up nearly 20%.

While these statistics are not in line with job filling figures at the city, which conducted a slightly higher number of temporary than permanent processes, the CFPM considers it normal that the complaints received pertain more to the filling of permanent positions, which are much more sought after by candidates than temporary positions.

### JOB CATEGORIES INVOLVED IN COMPLAINTS



### ADMINISTRATIVE UNIT INVOLVED IN COMPLAINTS



### JOB CATEGORIES INVOLVED IN COMPLAINTS

In 2018, an equal number of complaints involved management, white-collar and professional positions at Ville de Montréal, or one third each. None of the complaints analyzed was for a blue-collar, firefighter or police officer job.

These data are surprising considering that more than half of the positions posted by the HR department are white-collar jobs (58%), as shown in Table 5. Over the past two years, 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. For example, in 2017, 64% of HR department postings were for white-collar jobs and 60% of the admissible complaints handled by the Commission were for that same job category. This was not the case at all this year. As a result, proportionately speaking, the sharpest decline in complaints pertained to white-collar jobs, which dropped drastically in 2018 from 60% to 33%. It must be said that nearly half of the Commission’s withdrawn complaints in 2018 were from individuals applying for white-collar jobs. Had these complainants continued the investigation process with the CFPM, the proportion of white-collar complaints would have been 50%. It can therefore be said that the sharp decline in the number of complaints involving white-collar staffing processes resulted in large part from withdrawn complaints.

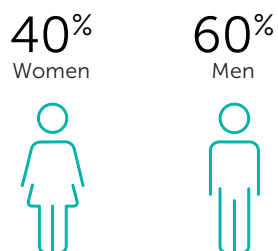
Furthermore, despite the fact that the percentage of complaints about postings for management or professional positions appears to be overrepresented when compared to the data in Table 5, this is not the case. The number of complaints handled for these two job categories is similar to that of 2017.

**TABLE 5**  
DISTRIBUTION OF POSTINGS AND NUMBER OF APPLICATIONS BY JOB CATEGORY

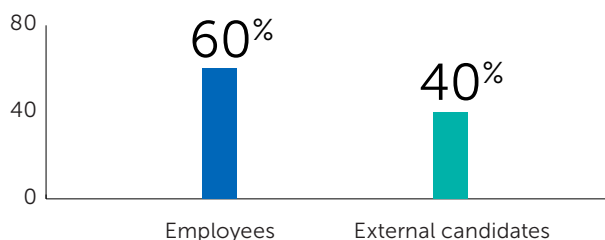
	Total applications	% Postings
White-collar	143,228	58
Professionals	42,362	19
Management	29,906	14
Blue-collar	12,987	3
Other job categories (firefighters, police officers, crossing guards, miscellaneous)	10,009	6
<b>TOTAL</b>	<b>238,492</b>	<b>100</b>

The HR department advertised **3,500 job postings** between January 1 and December 31, 2018, which means that only 1% of the city’s staffing processes resulted in a complaint to the CFPM. In addition, more than **230,000 applications** were received in connection with these postings.

## GENDER



## EMPLOYMENT STATUS OF COMPLAINANTS



## 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 also had its share of responsibility for the turn of events that led to the submission of the complaint. In other words, in one third of cases, another non-HR individual, usually the hiring manager, was directly targeted by the allegations. Compared with last year, this represents a 10% increase in HR-only complaints and a 10% decrease in complaints against another administrative unit.

### 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 15 individuals who filed an admissible complaint with the CFPM in 2018, the proportion of men exceeded that of women by 20%. Men accounted for 60% of complainants, while women accounted for 40%.

In addition, as was the case in 2017, a greater proportion of those who filed an admissible complaint to the Commission were already Ville de Montréal employees (60%) compared with external applicants (40%). However, while the absolute number of external candidates who complained to the CFPM held steady relative to 2017 (6 versus 5), city employees were most responsible for the substantial decline in admissible complaints in 2018, with only nine filing admissible complaints in 2018 compared with 21 in 2017.

Of those who filed an admissible complaint with the CFPM in 2018, 87% self-identified as not part of a designated group, while 13% reported visible minority status.

## RECOMMENDATIONS

In 2018, as presented in Table 1, the Commission wished to improve the quality of the recommendations it issued to the HR department. To this end, it was decided to make only recommendations whose scope would have a positive impact on as many people as possible. For this reason, the selected performance indicator was 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 2018. In total, the CFPM has issued four recommendations to HR and is pleased that this objective has been met. The recommendations are detailed in Table 6.

**TABLE 6**  
RECOMMENDATIONS ISSUED TO HR AND FOLLOW-UP PERFORMED

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

The CFPM recommends to staffing advisors that the conflict of interest statement form be completed by all panel interview participants, even before the interviews begin. Having panel members review the content of the form a few days prior to the interview should get them thinking about what constitutes a conflict of interest, thereby preventing the advisor from learning about a potential source of conflict on the day of candidate interviews. With advance knowledge that a conflict of interest exists or that there is a perception of a conflict of interest, the staffing advisor can act accordingly, for example, by deciding to replace a member of the panel with another person, thereby preserving the impartiality or perception of impartiality of the assessment committee. In addition, the completed forms of all panel members must be accessible for consultation in the staffing file for the position in question.

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

The HR department agrees with the CFPM's recommendation. The conflict of interest statement form has been revised and elements relating to the confidentiality of interviews have been added.

A project is currently underway with the administrative processing centre to ensure that interview schedules, applicant CVs, and the conflict of interest statement form are attached directly to the invitation sent to panel members.

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

The impartiality of the assessment committee for a management position will be enhanced if the committee is more diverse. In the case at hand, the panel consisted of the staffing advisor and two managers from the same unit, one of whom reported to the hiring manager. It would have been appropriate to require that a manager not from the department in question be the third member of the panel, especially since the presence of the third member was questionable. Accordingly, the CFPM recommends that staffing advisors ensure they adhere to the HR practice regarding the composition of the panel, namely that it consists of the hiring manager, the staffing advisor and a third member who, ideally, is not from the same department as the hiring manager.

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

The staffing and labour management policy states that:

"An assessment committee composed of at least three (3) individuals, chaired by a human resources employee, shall carry out the assessment of candidates. It is composed of the manager, a staffing employee and another person the selection of whom has been agreed upon by the manager and staffing employee."

However, the HR department, like the CFPM, considers it is preferable for the third member to come from another administrative unit. For reasons of logistics and efficiency, the third member is sometimes from the same department. This practice seems completely acceptable to us. Furthermore, few organizations set up panels of three people. In addition, given the current environment of labour shortages, it is essential that processes be completed quickly so as not to lose candidates. It is sometimes easier to invite members of the same department.

**THE CFPM'S RESPONSE TO THE HR DEPARTMENT**

To the extent that the department ensures there is no actual or perceived conflict of interest, the Commission considers it reasonable for the HR department to conduct itself in this manner, considering the reality it faces in terms of labour shortages.

TABLE 6 (CONT'D)

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

The Commission finds, in several cases of white-collar job complaints, that there is often confusion and a perception of lack of transparency regarding staffing processes. For this reason, given the number and complexity of the various types of processes for these jobs, the CFPM recommends that HR communicates the differences between them more clearly to both internal and external candidates. For example, a more detailed explanation of the different types of postings would allow applicants to distinguish between *VACA*, *VPERM*, *QUAL*, *TEMP*, *BPPE* and *BHRES*.

On several occasions since 2016, the Commission has had to explain the difference between these types of postings to complainants. Most of the time, this explanation alone satisfies those who have gone to the CFPM, as they have a better understanding of the reasons their application was rejected. In addition to reducing the frustration experienced by candidates, the CFPM considers that a more detailed explanation of the types of postings by the HR department would reduce the number of applications received and encourage the receipt of applications that better match the requirements of the positions to be filled. Such information could be made available on the city's website, in the job posting or through any other means of communication easily accessible to internal and external candidates.

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

The HR department agrees with the CFPM's recommendation. For a few weeks now, the staffing expertise team has been working on a project to optimize and standardize communications with candidates.

The project to enhance communications with candidates is divided into two phases. Currently, several communications are sent to candidates by each recruiter at various stages of the recruitment process. Given today's challenging recruitment environment, the HR department wishes to enhance the quality and clarity of its communications with candidates.

Secondly, and as recommended, communications via the city's website will be reviewed with the same objective of clarifying and achieving transparency in our processes. This work is expected to take place over the course of 2019.

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

The CFPM recommends that the email invitation to a telephone interview spell out the elements to be assessed during the said interview. For instance, the following could be stated: "During this telephone interview, we will ask you about your career path, your motivation for the job and whether you have the basic technical knowledge for the desired position." This would allow applicants to better prepare themselves and avoid confusion as to the nature of the information to be gathered.

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

The HR department agrees with the CFPM's recommendation to indicate in the invitation what types of questions will be asked during the telephone interview. With regard to the process targeted by the complaint, this was an isolated case of a trial telephone process (*BHRES* position), which will not be repeated.

## Comparative analysis of staffing practices in seven municipalities and public organizations

In April 2018, together with HEC Montréal, the Commission published a benchmarking study of the staffing practices of seven municipalities and public organizations. The purpose of this analysis was to assess whether the staffing practices of Ville de Montréal, one of Québec's largest employers, met the quality standards and criteria sought in the public sector, including fairness, impartiality and transparency.

To achieve this, the recruitment and selection practices of seven Canadian public organizations were benchmarked and assessed against the best practices in the field. More specifically, between November 2017 and February 2018, the cities of Montréal, Gatineau, Laval and Longueuil, as well as the Université de Montréal, the Canadian Department of Justice and Hydro-Québec took part in this study by answering a series of questions including the content of postings, the means of handling applications and applicant competency assessment tools.

### THE MAIN FINDINGS OF THIS ANALYSIS ARE AS FOLLOWS:

- › With a wide variety of positions to be filled, over 3,000 staffing processes completed annually and over 200,000 applications processed per year, **Ville de Montréal** and Hydro-Québec successfully fill their positions in just over **30 business days on average**, which is remarkable.

- › Despite some discrepancies, this benchmarking analysis shows that **there is a high degree of consistency in staffing practices across the organizations compared.**
- › In addition, the practices used by all participating organizations to fill their positions are **consistent with those recommended by experts to ensure fairness and impartiality in the staffing process.** For example, most organizations surveyed use selection tests recognized for their validity and reliability as well as structured interviews by assessment committees.

Still, the findings of this study also revealed some areas for improvement, thus prompting the Commission to **make recommendations.** One of the most important is the need for all participating organizations to modernize their **application tracking system** to make it more effective. Taking Ville de Montréal as an example, its *SIMON* application processing system is outdated and would require a significant upgrade to effectively process the more than 200,000 applications received annually.

The **development of scorecards with several performance indicators** should also be strongly considered. Having these recommendations followed up on by all the organizations benchmarked would certainly allow them to better address the many staffing challenges they will face in the near future.

## Publication of an opinion on the need for selection committees

The Human Resources department questioned the need to conduct all of its selection interviews in committees composed of two or three assessors. Accordingly, HR mandated the CFPM to provide it with an objective opinion on the need to conduct all its interviews using panels. The question that the Commission attempted to answer was: Do interview panels possess any measurable qualities that give them superiority in terms of fairness, impartiality and transparency over interviews conducted by a single assessor? In its report, published on its website, the CFPM provides an informed opinion on this subject.

Here is a summary of the findings:

Based on the documentation reviewed and the information gathered as part of this analysis, the CFPM considers that a committee composed of **at least two assessors is preferable to ensure the impartiality and fairness, apparent or actual, of structured interviews**. However, when a posting involves hundreds of applications and complex logistics, it is reasonable for the HR department to opt for a **structured interview** involving a single assessor. This individual must then be trained in conducting structured interviews and be well informed of the risks of unconscious bias they are exposed to. The individual must also be aware of the job requirements and be able to identify the best candidates in relation to the tasks to be performed in the position in question.

Furthermore, it is important to note that **the CFPM does not recommend using single-assessor interviews for complex jobs**, ones that would require the individual to have specific knowledge of an area of expertise, or for a **strategic position within the organization**. A structured single-assessor interview should only be used for temporary positions or simple jobs. Despite the findings of this opinion, the **CFPM is not challenging staffing agreements made in existing collective agreements**.

# BUDGET

The Commission's expenditure budget covers current and operating expenses attributable to the fiscal year ended December 31, 2018.

For 2018, the original CFPM budget was six hundred and ninety-nine thousand five hundred dollars (\$699,500). The favourable difference of \$74,900 between the original budget and actual expenditures resulted primarily from lower-than-expected direct compensation to Commission employees and members.

## OPERATING BUDGET AND EXPENSES FOR FISCAL 2018 (in thousands of dollars)

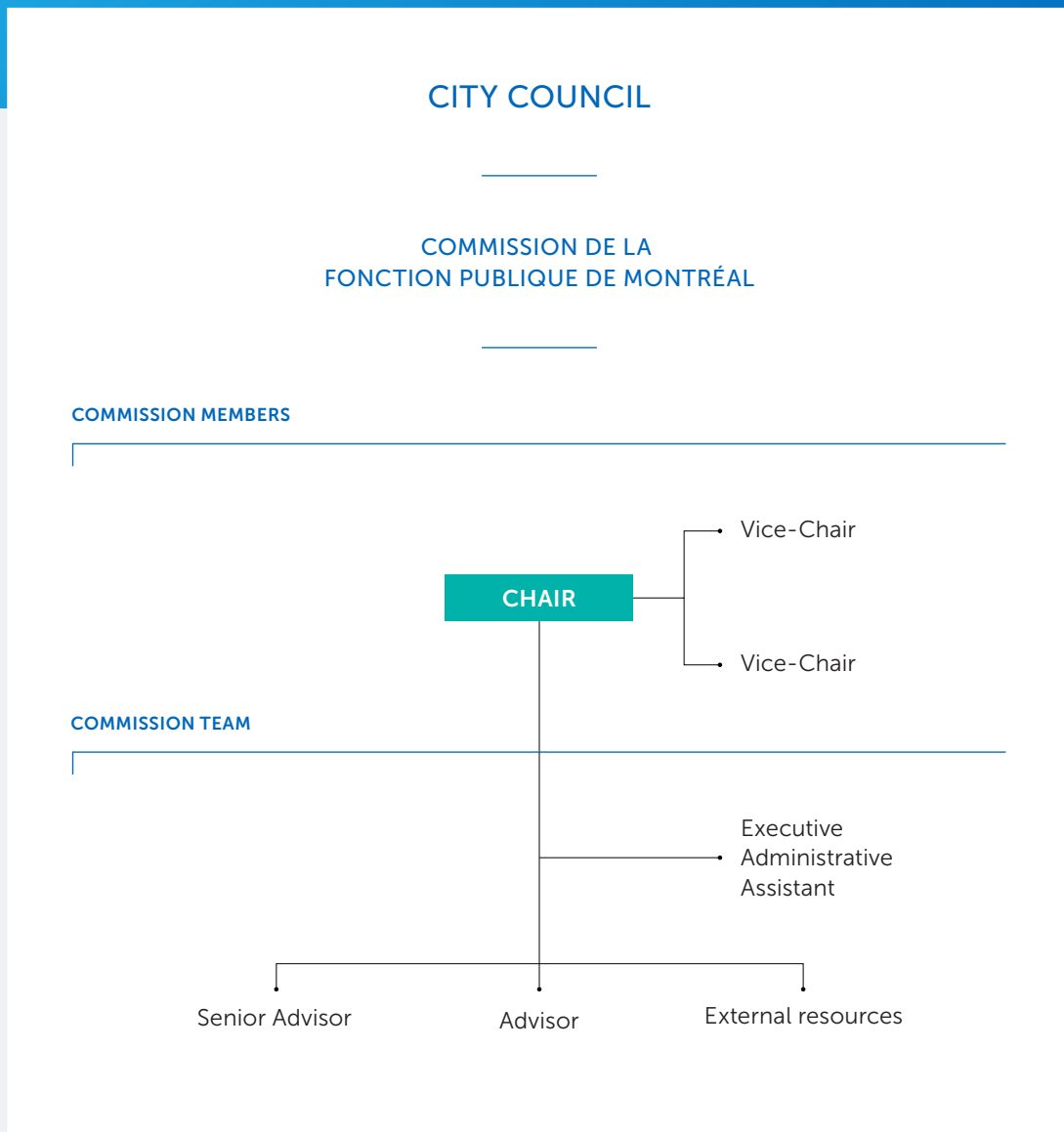
Original budget	699.5
<b>Total actual expenditures</b>	
Compensation and employer contributions	509.0
Transportation and communications	7.9
Professional, technical and other services	105.7
Leasing, maintenance and repair	0.8
Durable and non-durable goods	1.1
<b>Difference (\$)</b>	<b>75.0*</b>

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



# ORGANIZATIONAL CHART

AS OF DECEMBER 31, 2018



# TEAM

The CFPM team conveys 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.

### Julie Pepin

Chair of the Commission

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A trained and practicing organizational psychologist, Julie Pepin has served in various administration and management capacities with large organizations, including marketing, then human resources positions, before joining the CFPM.

Through her professional experience, she has acquired expertise in competency assessment, recruitment, and selection, and strong knowledge of a wide range of organizational development and change management activities in world-class organizations.

She was appointed as Chair of the Commission de la fonction publique de Montréal in September 2016, at the same time that the Commission's mandate was renewed.

### Marie-Chantal Lamothe

Vice-Chair

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

After a successful professional career, Marie-Chantal was appointed Vice-President, Human Resources of The Jean Coutu Group, a position she has held since 2015. Previously, she had held increasingly senior positions in large banking and aeronautical organizations, as well as consulting firms.

### 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 session. 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, 2018, the CFPM had four employees, consisting of a Chair, an Executive Administrative Assistant, a Senior Advisor and an Advisor.



[cfp.montreal.ca](http://cfp.montreal.ca)

This Annual Report was adopted during April 12, 2019's session of the Commission de la fonction publique.

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**Copy editing** Marie-Claude Aspiros  
(Italique communications)

**Graphic design** dyade.com

Legal Deposit: 2<sup>nd</sup> quarter 2019

Bibliothèque et Archives nationales du Québec

ISSN: 2562-7236 (Online)

ISBN: 978-2-7647-1726-4

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