



HR CASE

Presented by

Montréal

WRITTEN BY

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Presentation of the company

Montréal est la plus grande ville francophone d'Amérique et la 2e plus peuplée au Canada, après Toronto. Principale ville du Québec, Montréal rassemble près de 4,3 millions d'habitants sur un territoire découpé en 19 arrondissements. Considérée comme le cœur économique, commercial et financier du Québec ainsi que métropole universitaire du Canada, elle compte 6 universités et 450 centres de recherche. Son volet culturel est également bien présent et se démarque, notamment par son centre culturel de jeux vidéo, son cinéma et son design. Sans oublier les nombreux festivals et le Grand Prix de formule 1 du Canada.

En tant qu'organisme public, la Ville de Montréal compte quelques 28 000 employé-e-s, répartis dans 19 arrondissements et 25 services afin de soutenir et d'atteindre les objectifs de sa mission, soit :

offrir à la population montréalaise, aux organismes, aux entreprises et aux visiteuses et visiteurs des services de qualité au moindre coût;

promouvoir le caractère unique de Montréal et contribuer à son développement.

La vision de la Ville de Montréal est de hisser Montréal au sommet des métropoles nord-américaines les plus dynamiques et stimulantes. Pour ce faire, l'organisation doit se donner :

- une administration municipale performante et transparente, au service des citoyennes et citoyens;
- une ville agréable à vivre, qui respecte les principes du développement durable;
- une métropole de création et d'innovation, ouverte sur le monde;
- une ville démocratique et équitable;
- une ville solidaire et inclusive.

La Ville de Montréal est d'abord une municipalité au service de sa population montréalaise et son fondement repose sur ses employé-e-s. Elle mise donc sur les valeurs organisationnelles d'intégrité, de loyauté et de respect que chacune et chacun se doivent de démontrer dans le cadre de leur travail pour assurer la confiance des citoyennes et citoyens envers l'administration.



Organization

Each borough of the Ville de Montréal is headed by a mayor to offer services directly to the population from their borough or location. There are some 25 departments and 5 offices also managed by the City Manager's Office. The Office determines the priorities for the city's actions and large-scale projects for departments to carry out based on their respective roles.

Conducting the organization's activities are some 28,000 city employees in 9 different job categories. The vast majority of these employees are unionized. The average age of a Ville de Montréal worker is 44 and, for the past 5 years, there has been a positive shift toward more diverse representation among staff.

Problem

The Ville de Montréal has always been considered an employer of choice, as it offers job security for unionized employees with regular positions and a good deal of benefits. As a result, it has become accustomed to receiving many applications for its job postings. But in the past five years, the Ville de Montréal has noticed constant changes in turnover—as many employees are resigning as are going into retirement. This has led constant hiring. For that same period, the application rate dropped 33% despite the steadily increasing number of recruitment requests.

The number of people hired at the Ville de Montréal jumped by 36% in the past five years. This has had a big impact on the city, which hires more than 3,000 people each year.

The Ville de Montréal has not been spared from recruiting problems and the labour shortage. Over 30% of its positions are permanently unfilled and remain that way for more than 6 months. Their talent acquisition specialists often have to post a position more than once to attract interesting applicants and are having to do increasingly more sourcing.

Recruitment process

The talent acquisition specialists publish job postings on the Ville de Montréal's job application platform and on various social media platforms or external sites, depending on the position. They also directly contact potential applicants for more niche positions or when there are shortages. People interested in applying for a job must provide certain information and submit their CV, proof of diploma(s), and cover letter via a platform that is rather outdated and hard to use (not adapted to mobile devices). It is possible for applicants to track the status of their application, which is directly updated on the platform. The recruitment process can vary depending on the position. Most communication with applicants is done by email, except for professional and management positions. The recruitment process is generally longer than with private businesses, as the city must follow certain timelines and steps set out in collective agreements.



Positive things the organization emphasizes for attractiveness

The Ville de Montréal offers a number of social benefits to employees:

- Defined benefit pension plan
- Group insurance
- Several types of leave: medical, mobile days, health and well-being, vacation
- Salary indexation, 2% on average
- Performance bonus averaging 2.5% for managers in addition to indexation
- Topped-up maternity and paternity leave

As the Ville de Montréal is a municipal organization, all job categories except management and human resources positions are unionized. As a result, depending on the position, work hours range between 35 and 40 hours per week and overtime is paid.

The Ville de Montréal has adopted a hybrid model. It offers a combination of work from home and at the office, depending on the nature of the work. This allows for better work-life balance. It should also be noted that as a public service, the Ville de Montréal rarely cuts positions, which was a considerable advantage during the pandemic.

The city provides a range of services to Montrealers and, therefore, has a great variety of jobs to offer employees. It has 2,082 different jobs in a range of fields, which means employees can have an interesting career path with the organization and, in some cases, take part in large-scale projects that contribute to the city's prosperity. Montréal 2030 provides an overview of development projects to be carried out in the coming years.

Lastly, the Ville de Montréal strives to provide a public service that reflects its population and, therefore, has set specific hiring and promotion targets to achieve a certain rate of representation, as per its 2021-2023 Master Plan for Employment Diversity, Equity and Inclusion.

Elements that hinder attractiveness

The Ville de Montréal's job site is not very user friendly, making the application process quite long for someone applying for the first time. A project is currently underway to overhaul the website, but the new system will not be up and running until 3 to 5 years from now. The recruitment process can also be long and very structured with a formal interview.

Unlike many large businesses, the Ville de Montréal does not have an employer brand, making it less visible and attractive. The budget allocated to attraction is just \$100 per hire, making for fairly limited options.

Last but not least, pay scales are subject to an agreement and are pre-determined, so negotiations with applicants are limited. For example, some applicants prefer a higher salary in lieu of a pension plan, but this is not possible with Ville de Montréal.

Your mandate

Based on the types of positions and work conditions at the Ville de Montréal presented in the appendix, you must develop an action plan that outlines strategies and methods adapted to their type of organization to attract and retain young professional talent at the Ville de Montréal. By “young talent,” the Ville de Montréal is referring to generation Z, defined in articles as people born between 1997 and 2010.

You must present motivating factors and obstacles for young workers to want to apply to the Ville de Montréal, a municipal public service, versus other types of employers. Do not concentrate on the current recruitment process, but rather on attraction.

Then, develop means of action the city can take to retain and build loyalty among its young employees (including management strategies and components relating to work conditions, compensation, and benefits).

Feel free to present innovative strategies that could help the organization evolve.



Appendix

Appendix A - Workforce Profile

Workforce Profile

Approximate distribution of employees and their average age by job category as of December 31, 2021		
Job Category	Number of Employees	Average age ¹
School Crossing Guards	630	61
Administrative Executives^{2*}	1930	47
Executive	200	53
White Collars	7560	41
Blue Collars	4900	46
Firefighters	2340	41
Police Officers	4530	40
Professionals^{3*}	2260	44
Support staff for elected officials	45	38

Change in voluntary turnover rate between 2019 and 2021			
Type	2019	2020	2021
Retirement	3,4%	3,6%	3,4%
Resignation	3,3%	3,3%	4,1%
Total	6,7%	6,8%	7,6%

*Young professional talent is found in the executive categories and professional category

¹ The average age of Ville de Montréal employees is 44

² Administrative executives include management executives, consulting executives, non-unionized foremen, unionized foremen, labour lawyers, executive officers of the SPVM and firefighter administrative staff

³ Professionals include architects, lawyers, general professionals and exclusive practice scientists.



Appendix B - Changes in Representation of Diversity Groups

Evolution of diversity groups representation

Changes in the representation of diversity groups in the workforce						
Groups	2016	2017	2018	2019	2020	2021
Aboriginal peoples	0,28%	0,29%	0,32%	0,41%	0,46%	0,49%
Women	37,96%	38,17%	38,69%	38,83%	38,86%	39,04%
Ethnic minorities	5,69%	5,76%	6,07%	6,47%	6,51%	6,82%
Visible minorities	12,41%	12,96%	13,80%	14,82%	14,43%	15,60%
Persons with disabilities	1,19%	1,11%	1,01%	1,06%	0,86%	0,86%

Changes in the hiring of diversity groups					
Groups	2017	2018	2019	2020	2021
Aboriginal peoples	0,44%	0,44%	0,68%	0,70%	0,42%
Women	45,13%	45,56%	42,01%	43,73%	45,24%
Ethnic minorities	6,48%	8,10%	9,26%	7,25%	8,95%
Visible minorities	21,49%	25,18%	26,83%	20,36%	23,28%
Persons with disabilities	0,59%	0,33%	0,75%	0,49%	0,87%



Appendix C - Typical Recruitment Process and Communication

Typical recruiting process and communication

Steps for candidates	Approximate time
Application on the Ville de Montréal website (complete the requested information and submit the necessary documents)	Between 30 and 45 minutes
Phone interview	Approximately 15 minutes
Competency assessment interview	Approximately 60 minutes
Pre-employment screening: completion of the form for the selected candidate	Approximately 10 minutes
The whole process takes about one to two months, depending on the number of applications and the number of steps	

Communication to candidates: example of an invitation to interview

From : administrative recruitment
 To : candidate
 Cc : Process owner
 Date :
 Objet: Invitation to your video conference interview
 Job Title | Position
 Posting Number

Hello,
 As part of the above posting, we invite you to a video conference interview:

Date : November 12, 2022

Time and duration of the interview: 3:00 p.m. (duration: 1 hour)

Prior to the interview, you will receive an email with a link to access the video conference. Note that there may be a delay if the previous interview takes a little longer.

Connection test : if you wish to have a test done before your interview day, please complete this [form](#).

Inclusive, la Ville de Montréal promotes diversity in employment. If you require accommodations for this assessment due to a disability or functional limitation, please send a request by return email.

To assist you in your preparation and for advice on the videoconference interview, we have made the following information available to you:

- [Interview preparation guide](#)
- [Generic Competency Profile](#)

Please confirm your presence, or advise us of your absence, by return of this email, within 48 hours.

Best regards,




Appendix D - Social Media Used and External Postings

Social media used and external postings


LinkedIn

Discovering the City of Montreal


[Join the team](#) Information technology




Chat with our talent acquisition specialists




Rindra Randriambeloma,
MBA
Talent Acquisition Advisor (IT)



Julie Ripeau
Advisor - Talent Acquisition |
Engineering | Project management | Audit



Valery Masson
Talent Acquisition Specialist




Play a key role in the community

Be proud or proud to work for the largest French-speaking metropolis in North America and the largest employer in the metropolitan region. Join more than 28,000 talents who contribute every day to the growth of the City of Montreal. Make a difference for the people of Montreal and work for the common good.

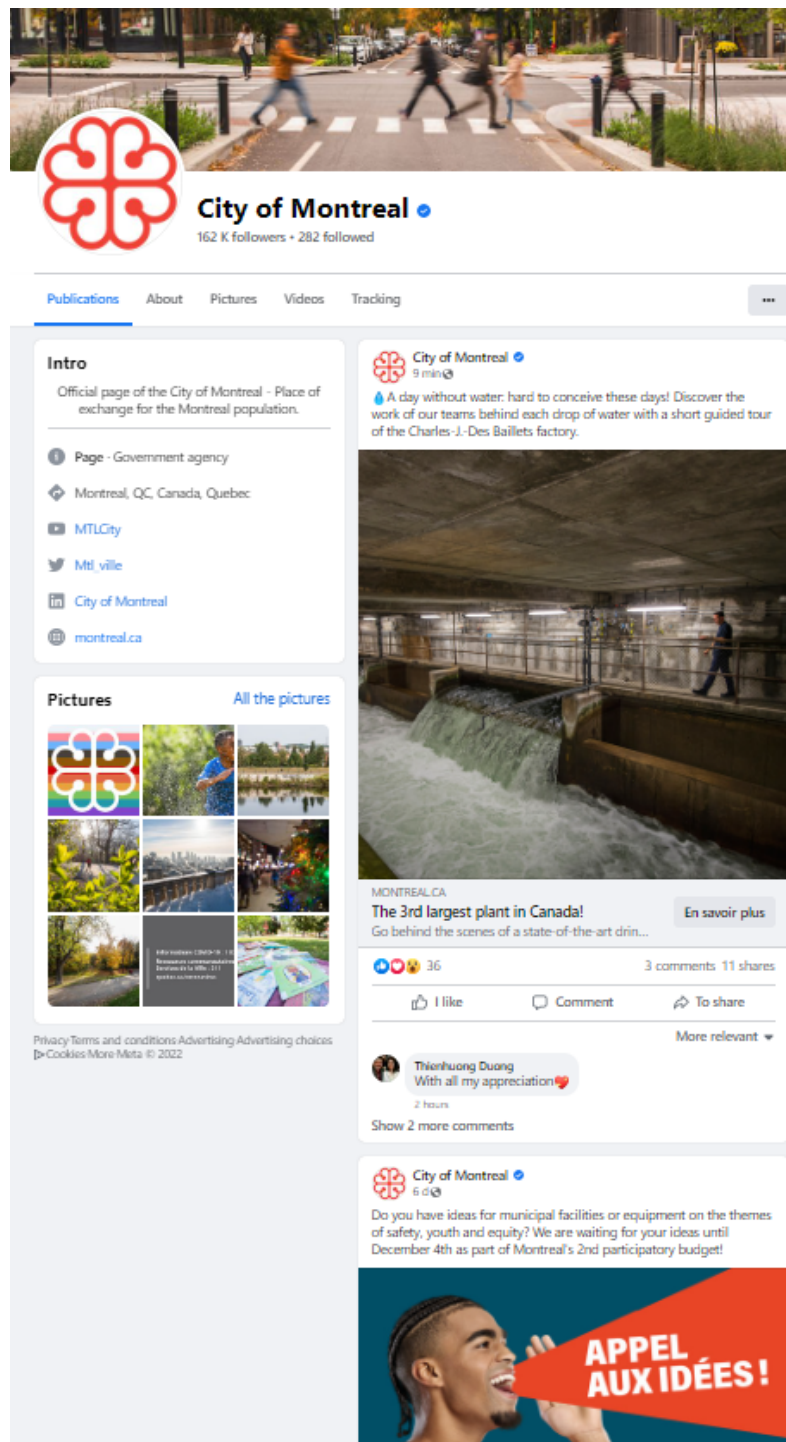
[5 good reasons to give it a try](#)
[Subscribe to our job alerts](#)

Help diversify and enrich the Montreal public service

We offer a work environment where respect, diversity, equity and inclusion are core values. With an equal access to



Facebook



Also used are Indeed, Glassdoor (systematically) and Instagram, TikTok, Twitter (sporadically). Youtube is no longer used.

Other digital media such as Snapchat, Reddit, Narcity, Discord or partnerships with influencers/influencers are not currently used.

Appendix E - Human Resources Labour Relations Advisor Position



[Home](#) [Open positions](#) [Online application](#) [New external applicant](#) [Resume search](#)

[Postes vacants >](#)

[Poste vacant : SRH-22-CONC-211460-1](#)

[Modifier](#)

Main details

	Offered
Posting number	SRH-22-CONC-211460-1
Business group	VDM – Business group
Starting date	05-JAN-2022
Ending date	12-JAN-2022
Manager	LADOUCEUR-GIRARD, MARIE-CHRISTINE
Organization	HR. Division Managers, professionals and special project coordinators
Employment Category	HR Manager
Job title	3,211460, HR Consulting Executive
Recruiter's name	GENTILE, CARMELA
Job status	Full time
Security method	Team
Opening Number	1

General professional : Job title HR Consulting Executive

In accordance with the terms and conditions of employment for managers– possibility of telework

Address : 801, rue Brennan, H3C 0G4

This process aims to fill 1 permanent position. It could be used to fill other positions in this job or in the same job family with similar profiles, in the Human Resources Department in the Labor Relations Division.

WHAT WE OFFER

Are you passionate about working relationships and want to be part of a team that stands out for its ambitious vision, expertise and professionalism? Join the City of Montreal's Labor Relations Department to take on stimulating challenges and enjoy a variety of professional experiences.

Your mandate

Under the supervision of the Labor Relations Division Manager, you will support HR business partners and managers as a consultant in the management, implementation and coordination of a wide variety of complex labor relations files. In addition, you will participate in the development and implementation of a proactive labor relations management strategy in a context of HR transformation. You will play a leading role in ensuring proper management of labor relations.

- You advise and support managers by providing consulting expertise and taking charge of complex labor relations files;
- You participate in the negotiation process of collective agreements or the implementation of various transformation projects and participate in negotiation sessions as needed;
- You interpret collective agreements, working conditions for non-unionized personnel, labor standards and other legislation and disseminate these interpretations to the people concerned;
- You provide tools and training to HR business partners and managers in labor relations;
- You participate in the management of grievances and the arbitration role;
- You will assist managers in the management of disciplinary and administrative measures;
- You will ensure the documentation and preparation of files during administrative and legal appeals, including grievances.

Any questions? Please feel free to contact Carmela Gentile (carmela.gentile@montral.ca), Talent Acquisition Specialist

Requirements

Search profile

- University degree in industrial relations, human resources management, administration (HR profile), law or other relevant field
- 4 years of experience related to the responsibilities of the position, more specifically significant achievements in labor relations within large organizations with a strong union presence

These requirements could be adapted as needed.



OUR BENEFITS

- Major challenges
- A career serving the people of Montreal
- Competitive compensation and benefits
- Work-life balance
- The opportunity to advance your career

APPLY NOW !

Considering diversity as a real asset, the City of Montreal invites women, Native people, visible minorities, ethnic minorities and handicapped people to submit their candidacy. **Please identify yourself when applying.**

To learn more about our recruitment processes, visit <https://montreal.ca/carrieres>. For any other questions, please write to dotation@montreal.ca with the job posting number in the subject line.

Blue collar employees of the City of Montreal can refer to the Intranet for more information on the new rules of the collective agreement regarding the different types of postings.

Be sure to attach all documents proving that you meet the requirements and to include all relevant information for your application directly in your resume. We invite you to follow the progress of your application in your online application file. Only those candidates whose applications are selected will be contacted.

DIVERSITY, EQUITY AND INCLUSION

The City of Montreal offers a work environment where respect, diversity, equity and inclusion are core values.

Through its Equal Employment Opportunity Program and its Employment Integration Programs, the City is taking concrete steps to increase diversity within its work teams.


Thank you for helping to diversify and enrich the Montreal public service!

https://simon.interne.montreal.ca/OA_

1



Remuneration form

Montréal

Total Compensation Offer
Administrative Executive

Work relation consultant

Base Salary : 103 000 \$

Average annual bonus : 2 575 \$

Benefits value : 15 944 \$

Total compensation value: 121 519 \$

Salary offered (working hours)

Represents the hours worked during the year. Out of 260 working days, 219 are worked. Difference is off and paid.

Salary offered (off and paid time) - see details in the "working conditions in brief" box

Includes 13 statutory holidays, 2 paid non-working days between Christmas and New Year's eve, 5 floating vacation, 1 health and wellness day and 4 weeks of vacation time offered upon hiring. This is equivalent to 41 days off with pay (excluding sick leave).

Pension plan

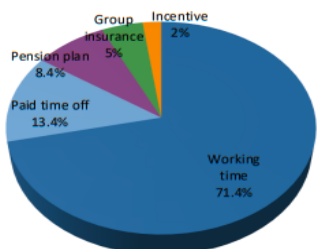
The city of Montreal offers its employees a defined benefits pension plan. This type of pension plan allows employees to build a retirement income throughout their careers. It offers pre-determined benefits, calculated with a formula that takes into account the number of years of participation and the annual salary. It provides a steady income at retirement, regardless of the economic situation. This amount represents the employer's contribution to the plan.

Group Insurance

The city of Montreal offers a flexible group insurance plan that includes health, dental, life insurance and short and long term disability coverage. This amount represents the average employer contribution to the executive insurance plan.

Performance incentive

Depending on individual performance, an executive can obtain a performance incentive bonus up to 8%. The amount presented represents an average bonus award of 2.5% (based on a high performance level).



Working conditions in brief	
Salary structure 2022 - FM06	
Minimum	Maximum
87,026 \$	108,779 \$
Vacation *	4 weeks at hiring
Sick days *	10 days + 2 priority sick leave days
Floating leave *	5 days
Holiday	13 days + 2 days off and paid
1 well being/health day *	
Personal computer - To discuss with superior	
Work Cellphone	
* Offered in advance, depending on the date of hire	

The amounts represented in this document are for information purpose only and represents average calculated on the whole organisation. The real amount may vary depending on various factors such as individual choices and age.


Service des ressources humaines



Appendix F - Research Officer Position Posting

Réviser

Page 1 sur 4

 Online application

Page d'accueil Déconnexion Aide Préférences

Home Open positions **Online application** New external applicant Resume search

Entrer les détails principaux Questionnaire Entrer les membres d'équipe Formater l'affichage **Réviser**

Créer un affichage : Réviser

Utilisez cette page pour réviser les détails de l'affichage. Cliquez sur Soumettre pour soumettre vos changements.

Etape 5 sur 5

Details on the vacancy

General details

	Offered
Posting number	SDIS-21-TEMP-499810-85547
Posting status	Not approved
Creation date	12-NOV-2021
Starting date	12-NOV-2021
Ending date	24-NOV-2021
Manager	LADOUCEUR-GIRARD, MARIE-CHRISTINE
Organization	SDIS. Montreal Integration Office for Newcomers.101439
Employment Category	Professional, General Professional
Job title	29.499810.Research Agent, Community relations
Recruiter's name	Gaze, Marc-Andre
Job status	Full time
Security method	Team
Opening Number	1

https://simon.interne.montreal.ca/OA_HTML/OA.jsp?page=/oracle/apps/irc/vacancy/web... 2021-11-12



Salary range (2021) : \$ 57, 370 to \$ 96, 095/ Treatment group: 29-001E

Amendment

Description

General professional : Job title Research agent
35 h/week – possibility of telework / if needed evenings and weekends

Address : 801, rue Brennan, H3C 0G4

This process aims to fill 1 position for a period of approximately 12 months

WHAT WE OFFER

In the service of diversity and social inclusion of the City of Montreal, the Bureau of Montréal (BINAM) creates the conditions to accelerate the socio-economic integration process of newcomers and to ensure the inclusion of immigrant and racialized people. To discover BINMAN, [click here](#)

Your **mandate**

As a Research Officer, your primary responsibility will be to disseminate and inform about immigrant integration initiatives piloted by BINAM, while conducting research and data analysis to support the team in its projects. More specifically, you will:

- Effectively disseminate and communicate projects, data and research to accelerate the integration of immigrants;
- Contribute to the logistical support for the organization of trainings, meetings, presentations and other events for the various BINAM partners;
- Establish the schedules of the projects for which you are responsible and ensure their respect within the allocated resources;
- Establish the schedules of the projects for which you are responsible and ensure their respect within the allocated resources;
- Represent BINAM to external organizations or partners.

Requirements

Search profile

- University degree in business administration, social sciences, communication, humanities or other relevant field
- 2 years of experience related to the responsibilities of the position, specifically around initiative communication in the social field
- Knowledge in communication, digital solution, preferred
- Knowledge of Google workplace, graphic design tools, preferred

OUR BENEFITS

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https://simon.interne.montreal.ca/OA_HTML/OA.jsp?page=/oracle/apps/irc/vacancy/web... 2021-11-12





Total Compensation Offer General Professionals

Status at hiring - Occasional

Kassandre Thériault

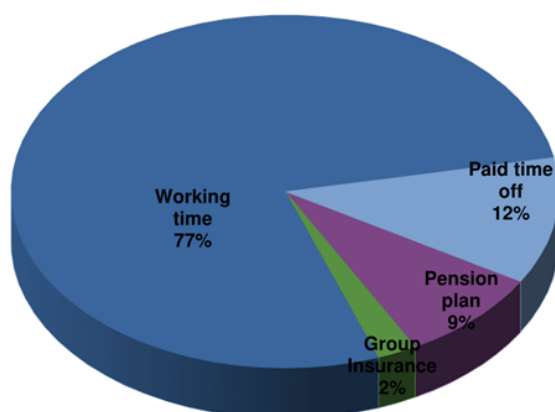
Research agent, Community relations

SDIS-21-TEMP-499810-85547

Salary offered : 58 700 \$

Benefits value : 7 191 \$

Total compensation value : 658 91 \$



Salary offered (working hours)

Represents the hours worked during the year. Out of 260 working days, 226 are worked. Difference is off and paid.

Salary offered (off and paid time) - see details in the "working conditions in brief" box

Includes 13 statutory holidays, 2 paid non-working days between Christmas and New Year's eve, 21 hours of floating vacation, 1 health and wellness day and 3 weeks of vacation time offered upon hiring. This is equivalent to 34 days off with pay (excluding sick leave).

Pension plan

The city of Montreal offers its employees a defined benefits pension plan. This type of pension plan allows employees to build a retirement income throughout their careers. It offers pre-determined benefits, calculated with a formula that takes into account the number of years of participation and the annual salary. It provides a steady income at retirement, regardless of the economic situation. This amount represents the employer's contribution to the plan.

The part-time employee can contribute to the pension plan January 1st following the achievement of 700 hours or 35% of the maximum pensionable earnings.

Group Insurance

The city of Montreal offers a flexible group insurance plan that includes health, dental, life insurance and short and long term disability coverage. This amount represents the average employer contribution to the executive insurance plan.

Working conditions in brief

Salary structure 2022 - 001E

Minimum	Maximum
58,661 \$	98,257 \$

Vacation *	3 weeks
Sick days *	70 hours
Floating leave *	21 hours
1 Health and wellness + 2 priority sick days	

¹ Offered in advance of hire (prorated for the number of full months of service between hire and the following April 30).

The amounts represented in this document are for information purpose only and represents average calculated on the whole organisation. The real amount may vary depending on various factors such as individual choices and age.



La Ville de Montréal has adopted a common vision that the leaders of today and tomorrow must embody. A broad consultation with the city's managers was held with the following four objectives in mind :

- Make leaders key players in driving the City's vision and ambitions;
- Inspiring current and future leaders;
- To create a desire to join them;
- Ensure alignment and coherence of actions with the City's mission and the organization's Montréal 2030 strategic plan.

Leaders' Portraits encompasses 4 characteristics that rally managers around a common vision and inspire them to give their best:

Caring: acts with consideration and inclusion

A leader who listens and is accessible, who takes care of the people around him/her and who is concerned with their growth, considering them in their globality and diversity.

Determined: Inspires and influences with courage

Committed and persevering leader who knows how to influence and convince with courage while ensuring consistency of actions.

Gatherer: creates meaningful connections and breaks down silos for the common good

Leader who creates meaningful and supportive connections with and between individuals and teams, building trust.

Agile: is proactive and drives innovation

Proactive and resilient leader who questions himself/herself to better face challenges and ensure that his/her team emerges stronger.



Montréal 2030

La Ville de Montréal has adopted a vision for the next ten years, Montréal 2030, in order to face the challenges of today and better prepare for those of tomorrow.

Montréal 2030 means:

- a recovery approach, in the context of a global pandemic, built around a vision for the future to increase resilience
- a first strategic plan to increase the coherence and impact of municipal action over the next ten years
- strong orientations to provide citizens with quality municipal services and healthy living environments that promote their well-being and development
- a commitment by la Ville de Montréal and its employees to the entire community to develop even more open, transparent and accessible governance
- a call to mobilize all of our partners and the Montreal community to make our city greener, more inclusive and innovative.

In 2030, Montreal is a city :

- dynamic and creative, open to the world, that celebrates its history and culture, and values its Francophone character and diversity. With its strong reputation, it attracts new residents and talent as well as tourists and investments.
- attractive and brings us together. In every neighborhood, there is equal access to housing, decent jobs, quality services and community support. No one is left behind.
- resilient, which has taken the ecological turn, which responds to the climate emergency. While parks and gardens are multiplying, the population is appropriating new public spaces, moving without constraint and in complete safety.

Orientations, scales and priorities

- To guide municipal action over the next ten years, Montréal 2030 is structured around four essential orientations that operate at three levels of intervention (human beings, neighborhoods and the metropolis), to which are attached 20 priorities.

4 essential orientations :

- Accelerate the ecological transition.
- Strengthen solidarity, equity and inclusion.
- Amplify democracy and participation.
- Stimulate innovation and creativity.

