





Guide for the **recruitment,
selection and appointment**
of **executive directors** for the **Health and
Social Services public institutions.**






This document is available at your Health and Social development agency or on our Internet site at (www.msss.gouv.qc.ca) documentation/normes et pratiques de management/circulaire numéro: 2001-005

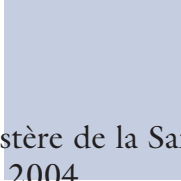


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Ministère de la Santé et des Services Sociaux,
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N.B.: The masculin form includes the feminine and is used only in order to reduce the text

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Foreword

The local health and social services development agency includes in its mission providing support to boards of directors in accomplishing their duties and ensuring that every decision is made according to laws and regulations in force and that the network resources are managed efficiently. Since the recruiting, selection and appointment of the executive directors are highly regulated activities, the local development agencies also assist the boards of directors in choosing the most suitable applicants for the executive director post. To do this, the local development agencies:

- **Offer formation, advisory services and their support to the members of the selection committees;**
- **Insure transparency of the procedures and equity for all the eligible applicants in accordance with the laws and regulations in force;**
- **Give advice to the board of directors of the institution prior to the appointment of the executive director.**

This guide revised by: supervisory human resources management board of the MSSS in collaboration with the local development agencies proposes to the network managers a stimulating approach for the realization of the activities linked to the recruitment, the selection and the appointment of their executive directors. It also respects the laws and regulations in force at the moment of its publication.

We also invite you to consult this guide in order to facilitate the planning and organization of the selection process. A representative of the local development agency is always at your disposal to provide advice and training for the members of the selection committee.

We hope that this guide will facilitate your work and that it can benefit from your own experience. Your local development agencies and the Direction of the supervisory human resources of the MSSS will appreciate receiving any comments or suggestions you may wish to formulate in order to improve this tool.

Acknowledgements

We would like to thank

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- **Monsieur Jean Castonguay**, Executive director for the supervisory human resources management board, MSSS
- **Monsieur Luc Allard**, Executive director for the supervisory human resources management board, MSSS

We also would like to thank all the other persons that have contributed to the elaboration of this version of the “ *Guide for the recruitment, selection and appointment of the executives directors for the Health and Social Services public institutions* ”.

Direction du personnel d’encadrement
Direction générale du personnel réseau et ministériel
Ministère de la Santé et des Services Sociaux



Guide presentation



■ **Guide presentation**

The “ *Guide for recruitment, selection and appointment of the executives directors for the Health and Social Services public institutions* ”.

is divided into six divisions which are:

- **Division 1** The description of the recruitment, selection and appointment processes.
- **Division 2** Competency profile of the executive director of an institution.
- **Division 3** Tool guide repertory.
- **Division 4** Description of the duties of the executive director.
- **Division 5** Model of the engagement contract as proposed by the MSSS.
- **Division 6** Laws and regulations.

Although the six divisions are interdependent, we suggest that you consult them according to your own interests or work needs.

Since this guide is not to be considered as a juridical document, we invite you to consult the laws and regulations division at the end of this guide.

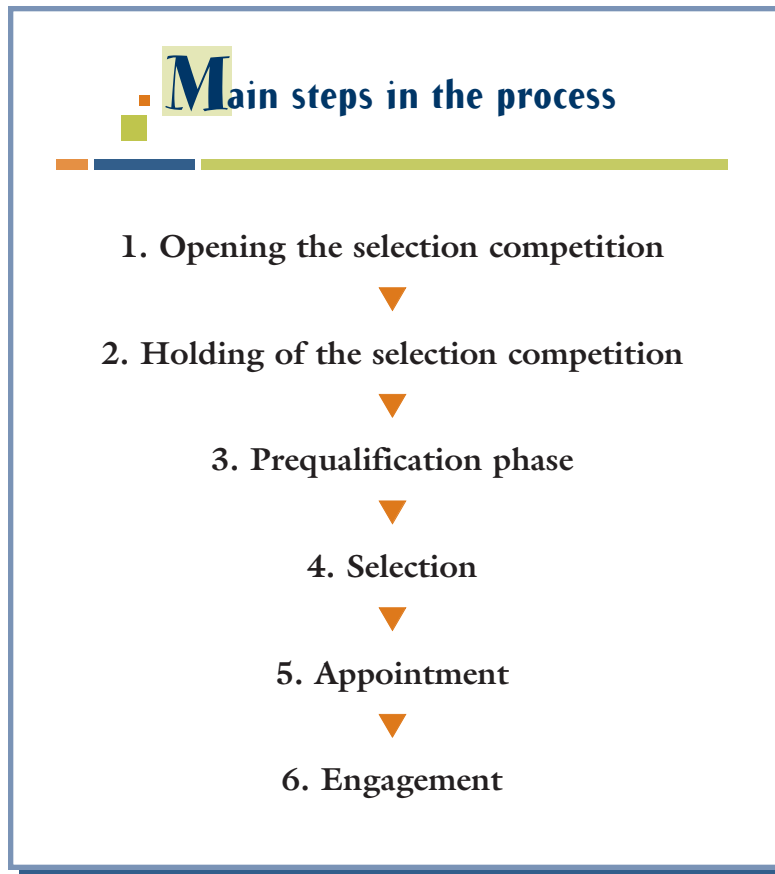
As an introduction to this guide, an overview of the recruitment, the selection and the nomination procedures of the candidates as proposed by the MSSS. The six points are:

- **Steps of the procedures proposed by the MSSS;**
- **Roles and responsibilities of the board of directors;**
- **Roles and responsibilities of the Minister;**
- **Roles and responsibilities of the development agency;**
- **Roles and responsibilities of the representative of the Minister and of the local development agency;**
- **Roles and responsibilities of the selection committee.**

We invite you to present this overview to all the members of the board of directors council before using the recruitment, selection and nomination procedures of the executive director for your institution.

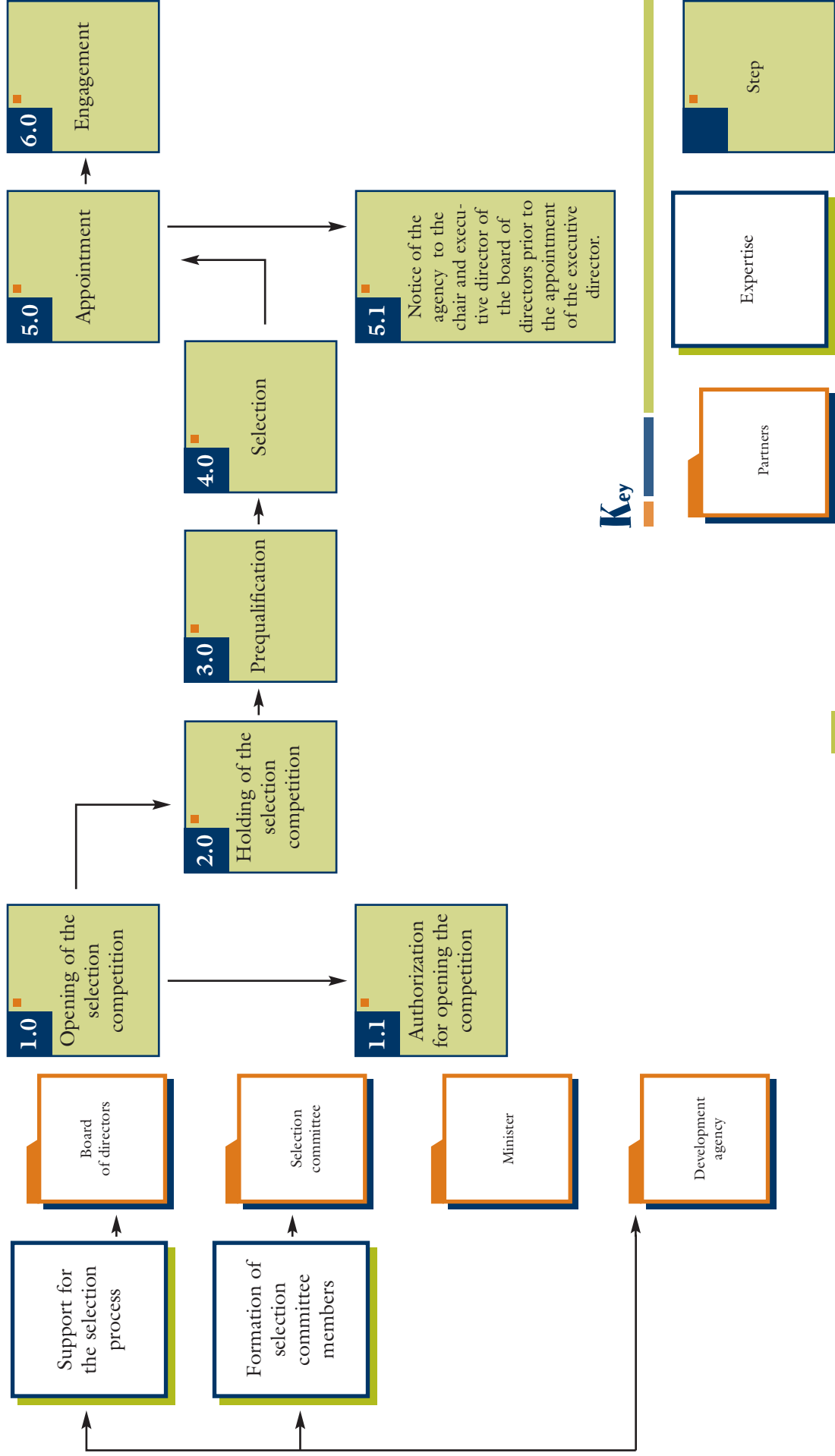
Description of the guide

The recruitment, selection and appointment procedures consists of a set of activities organized in a time sequence in order to solicit, evaluate and select the most suitable candidates possible.



The following table, entitled “ *General diagram* ”, presents the various partners, steps and results of the global recruiting, selection and appointment procedures.

General diagram



Recruitment, selection and appointment procedures

For each step of the recruitment, selection and appointment procedures a set of activities that must be fulfilled in accordance with the laws and regulations in force are provided that will help you to achieve your goals. The following tables present the activities necessarily implied in the steps throughout the entire process that must be carried out either by the board of directors or the selection committee.

Anticipated schedule

Our experience shows recruiting might be spread out over a period of six months, covering the four months from the request of the opening of the competition to the moment the chosen applicant is engaged and adding on another two months before he/she takes up his/her duties.

Roles and responsibilities of the board of directors

Roles

- Ensuring the recruiting of the best candidates
- Supervising the quality of the recruitment, the selection and appointment procedures.
- Verifying that the laws and regulations in force are respected.

Responsibilities

- Requesting authorization to open a recruiting competition from the Minister and also addressing a proper copy of the notice in writing to the local development agency.
- Pointing out the elements that will enable you to elaborate the profile of the ideal executive director.
- Appointing three representatives on the selection committee.
- Defining the mandate of the selection committee and elaborating the profile of the executive director sought.

- Drawing up recruitment and selection strategies.
- Consulting the development agency for advices before proceeding to the appointment of the executive director (chair and executive director of the board of directors).
- Proceeding to the appointment of the applicant according to the recommendations of the selection committee (admissibility list, page 151) after consulting the development agency.
- Hiring the candidate.
- Sending the required documentation to the Department and the development agency.
- Assessing, with the help of the selection committee, the quality of the procedures followed.

Roles and responsibilities of the Minister

■ Roles

- Allowing the opening of the **public competition** to fill the vacancy for the post of executive director of an institution.
- Appointing his representative to the selection committee.
- Evaluating the selection procedure.
- Verifying it that the laws and regulations in force are respected.

■ Responsibilities

- Consulting the chair and executive director of the development agency prior to allowing the opening of the selection competition.
- Keeping a list of the representatives available.
- Ensuring the formation of the Minister's and the local development agency's representatives.

- Receiving and analysing the selection report on the procedure of selection of the executive director written and sent by the Minister's and the agency's representatives.
- Conceiving, amending and keeping up to date the various laws and regulations related to the selection of the executive director.
- Providing advice on how the laws and regulations must be applied by the institutions, the development agencies and the Minister's and agency's representatives.
- Conceiving, reviewing and keeping up to date this guide.

Roles and responsibilities of the development agency

■ Roles

- Supporting the board of directors regarding the procedure itself and the application of the laws and regulations in force.

■ Responsibilities

- Sending a notice to the MSSS concerning the pertinence of allowing a **public competition** to fill the vacancy for the post of executive director.
- Appointing a representative to help out and support the chair of the board of directors along with the selection competition procedure. (presentation of the laws of the Selection guide).
- Informing his representative or that of the Minister of the general situation of the institution and the internal and external issues concerning the organization, the development agency and the MSSS.
- Sending a notice to the board of directors of the institution regarding the candidate sought for the executive director post.

Roles and responsibilities of the Minister and the development agency representatives ¹

■ Roles

- Representing the Health and Social Services Minister or the development agency on the selection committee.
- Insuring the quality and the administration of the rules concerning the recruiting, selection and appointment of the executive director.

■ Responsibilities

- Ensuring the transparency the equity of the procedure.
- To see to it that the laws and regulations in force are respected.
- Ensuring that the holding of the selection competition according to the various steps proposed by the Selection Guide.
- Providing a report about the selection procedure of the executive director and submitting it to the chair and executive director of the development agency and to the head of the supervisory human resources management board of the MSSS. ²
- Drawing up the profile of the executive director sought for the institution considering the contextual elements and the competency profile established by the board of directors and the management board of the MSSS.

¹ These functions are not remunerated. However the expenses related to lodging and transportation are reimbursed by the recruiting institution . We suggest that the representative request reimbursement of his lodging and transportation expenses from his employer who will in turn request payment from the recruiting institution.

² See the Report of the Minister's and development agency's representatives on the selection procedure of the executive director
Division 3, page 145.

Roles and responsibilities of the selection committee

■ **Roles**

- Following all the steps related to the recruitment, prequalification phase and selection of the candidates.
- Submitting to the board of directors their recommendations regarding the persons eligible of being selected.
- Ensuring conformity to the laws and regulation provisions.

■ **Responsibilities**

- Pinpointing the competency profile of the executive director sought with regard to the contextual elements established by the board of directors.
- Pinpointing the prequalification and selection criteria.
- Writing the selection competition notice and ensuring its circulation.
- Receiving, analysing and evaluating the applications.
- Planning the selection procedure and to develop the selection tools.
- Selecting, evaluating and recommending the best applications to the board of directors.
- Ensuring the confidentiality of the procedure.

Recruitment, selection and appointment procedures activities under the direct responsibility of the selection committee

1.0

Opening of the selection competition

Pinpointing the competency profile of the executive director sought as related to the contextual elements established by the board of directors (including the competency profile)

2.0

The competition

2.2 Method of operation of the selection committee

2.3 Prequalification and selection criteria

2.4 Circulation of the competition notice

3.0

Prequalification phase

3.1 Reception of the applications

3.2 Analysis of application

3.3 Evaluation of the eligible applicants

3.4 Identification of the applicants to be short-listed

3.5 Convocation of the short-listed applicants

4.0

Selection

4.1 Planning of the selection procedure

4.2 Development of the selection tools

4.3 Selection interviews

4.4 Evaluation of the selected applicants

4.5 Drawing up the admissibility list

5.0

Appointment

6.0

Engagement



Division 1

**Description of the
recruitment, selection
and appointment procedures**



1.0 Opening of the selection competition

1.0 Opening of the selection competition

Activity 1.1: Types of competition

A **Limited competition** is a competition which follows an administrative reorganization, the effect of which results in only one position of executive director being retained. The executive directors who occupy positions that are to be abolished are eligible in this competition. It is the new board of directors or the boards of directors re-elected that have the opportunity of holding a limited competition. In such a case they also have to determine the method of operation of the competition. ¹

A **Public competition** is the type of competition that generally applies. In a public competition there is no restrictions regarding the eligibility. Any person from the Health and Social Services network or any other network is eligible for application as long as requirements are met. A sectoral selection competition notice must be forwarded, in writing to the Minister and the organisms determined by the by-laws (development agencies, institutions and associated organisations). A public selection competition notice must also be published in two newspapers of which one must have a regional circulation and the other a provincial circulation.

<p>PUBLIC competition TYPE OF COMPETITION THAT GENERALLY APPLIES</p> <hr/> <p>SECTORAL NOTICE AND A PUBLIC NOTICE OBLIGATORY</p>	<p>LIMITED competition WHICH FOLLOWS AN ADMINISTRATIVE REORGANIZATION ONLY</p> <hr/> <p>DECISION OF THE NEW BOARD OF DIRECTORS OR OF THE BOARDS OF DIRECTORS TO BE MAINTAINED</p>
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¹ The MSSS and the development agencies propose that the board of directors of the institution follow the suggestions in the present guide.

Activity 1.2: Request for the opening of the competition

Principal legal provisions ⁽¹⁾

- As stated in section 8 of the by-law, the authorization of the Minister shall be obtained in order to open a selection competition for the position of executive director of a public institution. Consequently, the board of directors must pass a resolution to request the authorization by the Minister to proceed with the opening of the selection competition no more than **60 days** from the date on which the position becomes vacant. ⁽²⁾
- As stated in section 6 of the by-law the authorization of the Minister is not required for the holding of a limited competition restricted to the executive directors of the concerned institutions in case of an administrative reorganization, the effect of which results in only one position of executive director being retained. This decision is up to the concerned boards of directors.

⁽¹⁾ See Division 6

⁽²⁾ According to the practices in use, the Minister consults the development agency prior to giving the authorization to hold the competition.

The board of directors must request for the authorization from the Minister and then they must inform the local development agency.

At the moment of holding the opening of a selection competition, the board of directors is invited to mandate its chairman to inform the development agency, by written notice, of the candidacy that will eventually be inscribed by the selection committee on the admissibility list.

■ Tools

- Model for the opening procedures of the selection competition (page 101).
- Model of the extract from the minutes of a regular assembly of the board of directors concerning the opening of the selection competition (page 102).

Activity 1.3: Profile of the executive director sought

This step consists essentially in establishing the profile of the executive director sought.

This step, is the most demanding and time-consuming process but no doubt it is the most crucial for establishing the standards of the whole procedure.

In fact, this procedure's goal is to solicit, evaluate and select the most suitable candidacy possible accordingly to the profile of the executive director that was determined in the previous step.

The profile of the sought executive director includes:

- Contextual elements pinpointed by the board of directors;
- The prequalification criteria;
- The selection criteria (competency profile).

1.3.1 Roles and responsibilities of the board of directors

We propose that the board of directors pinpoints contextual elements according to their specific needs that will enable them to draw up the profile of the executive director of their institution considering:

- Ministerial orientations in regard of the network's management; ¹
- Orientations and regional priorities (challenges and major stakes at issue);
- The institution's mission and positioning itself to it;
- The institution's vision and values;
- The strategic orientations of the institution;
- The institution needs;
- The anticipated mandate of the institution;
- The local and regional challenges;
- The attention required for all the partners;
- The patients and the expectations of the population.

¹ You might want to consult le Plan stratégique et le Report annuel de gestion du MSSS which is accessible on the internet site of the MSSS.

To accomplish this, while proceeding with the preceding appropriation exercise, The board of directors mandates the selection committee's members to draw up the profile of the executive director sought for the institution. A consultation, held with the various committees of the institution (The user's committee, the consulting council, the unions and management associations, etc.), might be a good occasion to mobilize the active forces of the institution and to ameliorate the profile of the executive director sought for. Eventually, the selection committee's member will have to draw up the profile of the executive director sought for the institution considering the contextual elements pinpointed by board of directors. This profile of the future executive director is essential for the redaction of the competition notice and to determine the prequalification and selection criteria (competency profile).

■ 1.3.2 Elaborating the contextual elements

We suggest to the board of directors the following procedures in order to provide the selection committee with the proper indications to draw up the profile of the executive director sought.

Review the strategic analysis of the institution

- Identification of the institution mission
 - A review of the institution mission will allow you to understand its purpose, role and specific contribution to the Health and Social Services network.
- Understanding the institution's particular situation
 - Drawing up a portrait of the whole situation of the development of your institution. Considering major stakes at issue and the local and regional challenges pinpointed by the development agency.

To this end, it is useful to identify:

- The institution's strengths and weaknesses;
- Opportunities and constraints;
- Expectations and needs of the environment (client, employers, partners, etc.).

A review of the literature combined with a consultation involving the internal and external environment provides a broader understanding of the institution's particular situation and of its local and regional visibility.

Definition of the institution's strategic orientation

To this end, we suggest that you share your vision of the institution's future by identifying the issues, problems and challenges to be faced. You will then be able to define the orientations inherent in achieving the institution's objectives. According to the deviation observed, the extent of the changes required and the intensity of the efforts anticipated.

Development of the mandate

We suggest you to specify the mandate to be assigned to the person chosen.

Following the identification of the orientations proposed by the board of directors, identify the results expected according to action priorities and forecasted schedules.

In addition to the routine responsibilities related to the administration and operation of the institution, the mandate must reflect the principal challenges inherent in implementing the institution's development plan.

■ Key questions

These questions might help the board of directors to select the contextual elements that they wish to take into consideration

■ The objectives, context and needs of the institution

- What are the main objectives of your institution?
- As your strengths and weaknesses been properly identified?
- What are the major stakes at issue concerning the opportunities and constraints of your institution in its particular local and regional context?
- Is your institution in reorganization process?
- As the main orientation of your institution's development plan been properly sketched?
- What is the regional and supraregional role of your institution?
- What are the needs of your institution?
- What kind of partnership might be developed with the local and regional players?

■ **Mandate of the executive director**

- What kind of mandate would you like to assign to your executive director?
- What kind of results do you expect according to mandate assigned to your future executive director when he will be evaluated in one year by the board of directors ?

■ **Profile of the executive director sought**

- What are the management abilities you expect from the relevant candidate in order for him/her to fulfil his/her mandate according to the expectation of the population and to enable your institution to successfully achieve its objectives and development plan but also to ensure the quality of the services provided?

■ **Tools available**

- Repertory of key competencies for the executive director of an institution (Division 2).
- Identification grid of the competencies sought (page 105 and following). Example: Profile of the executive director sought by le Centre Bonne Santé (page 103).

■ **1.3.3 Competency profile**

The competency profile is drawn up by the selection committee. It represents the centre around which orbit all the other executive director's recruitment and career management activities: recruitment, development, assessment of the executive director, etc.

Competency profile regroups the principal skills required of an executive director in order to fulfil efficiently his/her mandate according to the contextual elements already pinpointed by the board of directors.

A **competency** is “ a combination of knowledge (know-how), and skills(abilities) and attitudes requires to fulfill the requirements of a position ”. It is the **competencies** of the whole personnel that will enable the institution to achieve its strategic vision into performing adequate and coherent actions. A determining stage consists of identifying the **key competencies** that all the managers must possess in order to effectively contribute to the organisation's vision. However, each individual is not expected to have attained the same level of mastery of each key competency identified. The challenges and strategic issues of the organisation determines the importance to be assigned to each key competency in asserting the ideal profile for the executive director of a given institution.

Division 2 presents the Competency profile of the executive director of an institution as proposed by the MSSS.

Activity 1.4: The selection committee

Principal regulatory provisions ⁽¹⁾

- The appointment of an executive director requires the holding of a competition under the recommendations of a selection committee (section 8 of the by-law). ⁽²⁾
- Excepting for a reserved competition in case of an administrative reorganization, the selection committee shall be composed of five members, among which one of them must be appointed by the Minister and the other by the development agency ⁽³⁾ (section 10 of the by-law).
- The presence of all members of the selection committee is required to perform the prequalification phase, the selection and to draw-up the eligibility list (section 10 of the by-law).
- In case of a limited competition the board of directors or the managers concerned have to determine the method of operation of the selection competition. ⁽⁴⁾

⁽¹⁾ See Division 6.

⁽²⁾ The board of directors must have received a notice from his development agency (a. 193, R.S.Q., Chap. S-4.2).

⁽³⁾ Since January 30th 2004, the development agency replaces the regional board (2003, Chap. 21).

⁽⁴⁾ The MSSS the Development agencies recommend the board of directors to make good use of the present guide.

Members of the selection committee and their mandate

- The selection committee, composed of three representatives of the board of directors, a representative of the Minister and a representative of the development agency, must carry out the following duties:
 - Establishing prequalification criteria;
 - Drawing up the selection criteria list (competency profile);
 - Carrying out the activities related to the recruitment, selection and assessment of the candidates' eligibility;
 - Submitting its recommendations to board of directors concerning the choice of the future executive director.

The board of directors may appoint persons to the selection committee whether or not they are members of the board of directors, among which one at least must not be employed by an institution in the Health and Social Services network.

It would be advised for selection committee to consider, according to the population you serve, appointing women or members of cultural communities.

The board of directors is invited to suggest to the selection committee to limit the admissibility list to no more than one candidacy. In doing so, the selection committee diminishes the risks of confusion, ambiguity and favours the confidentiality and respect of the candidacies.

■ Key questions

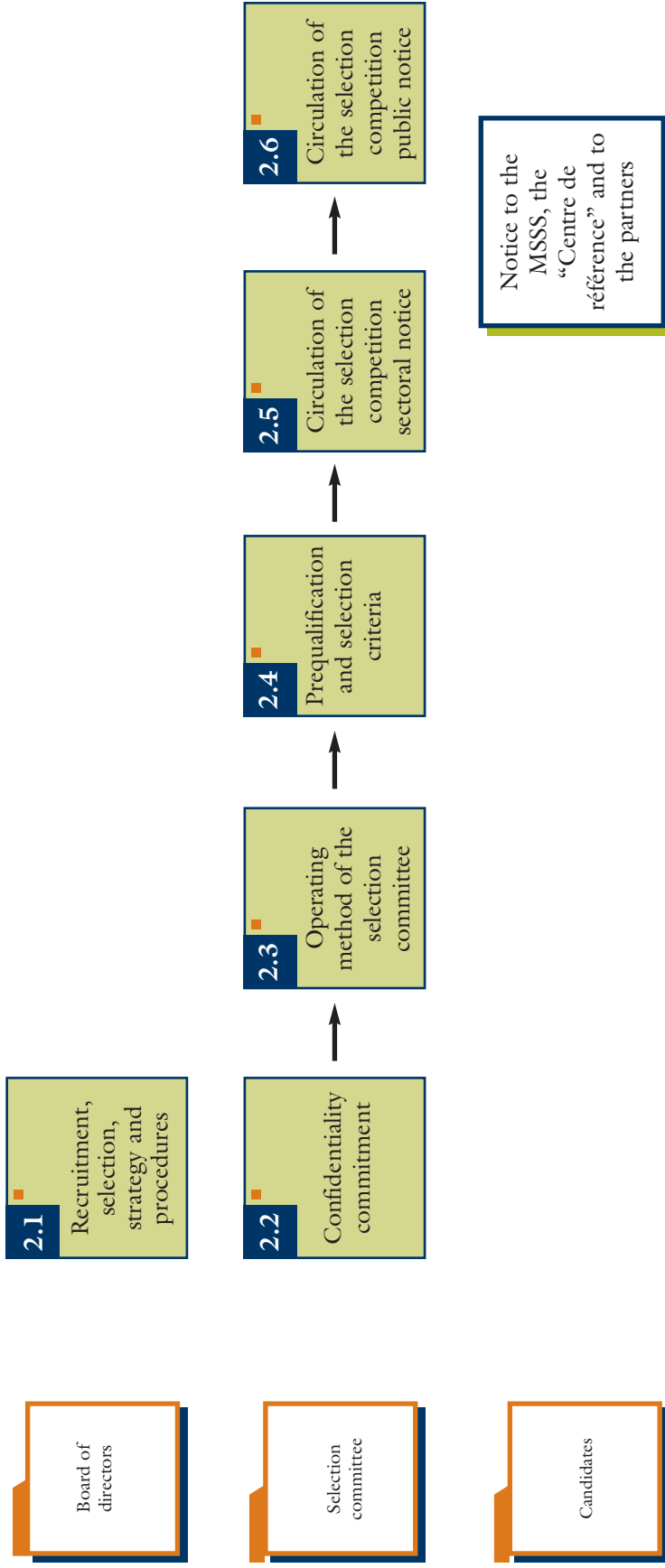
- Does the selection committee have at its disposal all the contextual elements of the board of directors in order to draw up the profile of the executive director?
- Do the members of the selection committee have the knowledge, experience, skills, qualities and availability required to perform their mandate?
- Would it be prudent to:
 - Have the chairman of the board of directors attend the selection committee?
 - Assign an authorized budget to the selection committee?
 - Have the selection committee seek the services of a specialized firm or organization to assist the committee in its duties?



2.0

The holding of the selection competition

2.0 The holding of the selection competition



Key



2.0 Holding of the selection competition

Introduction

This stage essentially involves planning the entire selection process.

The selection committee specifies its methods of operation, plans, budget and schedules all activities; it also ensures the confidentiality of the selection process.

The selection committee prepares the documents required for the prequalification phase and the selection:

- The prequalification criteria;
 - the selection criteria(competence profile);
 - the selection competition notice;
 - The acknowledgement receipt and letter of thanks for the applicants.

- Competition notice;

- Acknowledgement of receipt and letter of thanks.

Roles and responsibilities

- The board of directors assumes preparation of the strategy involved in the procedures. If considered appropriate, the board may delegate this duty to the members of the selection committee.

- However, the selection committee is responsible for its method of operation and for establishing prequalification and selection criteria.

- We suggest that selection committee prepare the selection competition notice according to the profile of the executive director sought and the contextual elements pinpointed by the board of directors and also that it specifies the prequalification and selection criteria.

Principal regulatory provisions for a limited competition ⁽¹⁾

By virtue of section 6 of the by-law, when an administrative reorganization has the effect of eliminating several executive directors positions and creating a new one, the board of directors shall determine whether or not to offer the new position to one of the executive directors whose position has been eliminated. In that case, the authorization of the Minister is not required.

By virtue of section 92 of the by-law, boards of directors shall notify in writing an least **120 days** in advance, the executive directors concerned, the Regional board⁽²⁾ the Association des directeurs généraux of its intention to carry out an administrative reorganization in their institution. The new board of directors or the boards of directors which will be maintained shall notify, in writing, their executive directors of the elimination of their position at least **30 days** in advance, in conformity with section 94 of the by-law.

If the board of directors or the administrators opt for holding a limited competition restricted to the executive directors whose position has been eliminated is up to the concerned boards of directors to choose among them which person will be offered the new post of executive director (section 6 of the by-law).

On the other hand, if the board of directors or the administrators opt for holding a public competition to fulfil the position vacancy, then they must obtain the authorization from the Minister in order to proceed with the holding of the competition and respect the procedures of such a competition (section 6 of the by-law).

Principal regulatory provisions for a public competition ⁽¹⁾

- By virtue of section 12 of the by-law a public institution shall give written notice, one sectoral and one public, of the holding of a competition in order to proceed to the appointment of an executive director.
- The sectoral selection competition notice must be forwarded to the Minister, the regional board⁽²⁾ of the region concerned, the employer's associations and associations of senior administrators and officers (see the distribution list in the Tool guide repertory (page 118). the circulation of the notice must begin at least **30 days** prior to the first sitting of the selection committee and it must provide a registration period of at least **25 days** from the date of its publication.
- The public selection competition notice shall be published in two newspapers: one published in the region served by the regional board⁽²⁾ or in the region where is located the institution, as the case may be, as well as in a newspaper which is circulated throughout Québec. The external competition notice shall be published **20 days** prior to the date of the first sitting of the selection committee and it must provide a registration period of at least **15 days** from the date of its publication.

⁽¹⁾ See Division 6.

⁽²⁾ Development agency.

Activity 2.1: Recruitment and selection strategies and procedures

The board of directors must ensure that the recruitment and selection takes place under the most favourable conditions by providing the means to guarantee its efficacy.

■ **Key questions**

Determine the recruitment and selection strategy that is the most appropriate to your situation by referring to the following questions:

■ **Opening of the competition and publishing of the notices**

- Have you given written notice (sectoral and public) about holding the competition to the concerned authorities identified by the by-law?
- Would it be desirable to publish the selection competition notice in more than two newspapers?
If so, which newspapers would reach the target clientele you wish to solicit?

■ **Recruitment of the applicants**

- Would it be prudent to use additional recruitment methods, such as internal posting, direct solicitation of candidates or forwarding competition notices to professional associations or institutions?
- Have you determined the number of eligible candidacies that members of the selection committee desire for the prequalification phase?
- Does your budget allow you to perform your recruitment and selection strategy? Do you need additional funds?

■ **The selection committee**

- Does the mandate assigned to the selection committee enable it to discharge its responsibilities in full?
- Have you considered offering the members of the selection committee help from a specialized firm or organization to assist them in their duties?

Activity 2.2: Engagement and confidentiality

In order to ensure the credibility of the selection process and the respect due to the applicants, all members of the selection committee are committed, from the first sitting of the committee, not to communicate any information or documents and to stick to the various procedures for the selection proposed in this guide.

■ Key questions

- Have you filled and signed the form: “ **Confidentiality commitment** ”?
- Have you attached the properly filled form to the file: short-listed selections (see Division 1, activities 6.5, page 87).

■ Tool available

- Form: Confidentiality commitment (page 113).

Activity 2.3: Method of operation of the selection committee

During this stage the members of the selection committee are asked to agree on their method of operation, plan their activities and organize their work.

■ Key questions

- According to the mandate, responsibilities, laws and regulations, have you established the selection committee operating rules:
 - the method of operation (full committee)?
 - the operating rules (consensus)?
 - the chairman of the selection committee?
 - the schedule and working plan?
 - the rules of ethics guiding the selection committee concerning confidentiality, discretion and due respect for individuals?

- Would you need the services of a firm of consultants or a specialized organisation:
 - to prepare the prequalification and selection tools?
 - to assess management competencies or check references?
- Depending on your respective availability, would it be useful to distribute the tasks?
- In order to ensure the proper working of the committee, would you like to adopt a formal mechanism to assess the activities undertaken by the selection committee ?

■ Tools available

- Project for the order of the day of the first sitting of the selection committee (page 111).
- Schedule of the selection committee (page 115).
- Distribution list for the competition notices (page 117).

■ **Activity 2.4: Prequalification and selection criteria**

■ Definition

Prequalification and selection criteria are used to assess various characteristics of each applicant.

Prequalification criteria essentially correspond to the training and experience required to fill the position. They are drawn up based on the form of knowledge (level of academic training) and management experience (years of pertinent experience) required to occupy this position. Depending on the specific needs of the institution, the board of directors may raise the requirements or specify them, if applicable. It would also be useful to inform candidates of pertinent equivalences. For example: strong management abilities might compensate for a lack of a master degree. These criteria are used to perform the candidate prequalification procedures.

Selection criteria specify the institution's requirements in terms of competencies necessary to perform the mandate that the board of directors wishes to assign to the post incumbent. These criteria are measured using selection tools that you will be developing later on.

■ Key questions

■ Prequalification criteria

- What are your prequalification criteria regarding academic training and management experience?
- Will these criteria allow you to assess the applications you will receive?
- Have you provided for equivalency factors or combinations of training and management experience?
- Is specific knowledge of the Health and Social Services network indispensable, necessary or desirable?
- Are you sure that your prequalification criteria are not discriminatory and that they faithfully reflect the requirements for the position?

■ Selection criteria

- What are your selection criteria?
- Which competencies are the most valuable for your institution?
- Do the selection criteria reflect the management qualities necessary to accomplish the mandate that the board of directors will be assigning to the post incumbent and does it take into consideration the regional context of the institution?
- Do these criteria enable you to clearly determine which applicants are eligible to fill the position?
- Do you make any distinctions between essential, necessary or desirable characteristics?
- Are the selection criteria exclusively focused on the key competencies?
- Is it possible that they may be discriminatory to some persons liable to apply for this position?

■ Approach proposed

- Revise the strategic analysis, mandate and profile sought by the institution.
- Draw up, validate and prioritize the prequalification and selection criteria.
- Identify equivalency factors regarding the knowledge and management experience standards.
- Review the *Charter of Human Rights and Freedoms* to prevent any discrimination.
- Specify what kind of support is given by your institution with regard to the E.A.P..

■ Tools available

- Example of prequalification and selection criteria of the *Centre Bonne Santé* (page 118).
- Competency profile of the executive director of an institution (page 89).
- Competencies identification grid (page 105 and thereafter)

■ **A**ctivity 2.5: Circulation of the sectoral selection competition notice

The sectoral selection competition notice must be forwarded to the concerned authorities identified in the by-law at least **30 days** prior to the first sitting of the selection committee and it must provide a registration period of at least **25 days** from the date of its publication.

■ Key questions

- Are the profile and the mandate to be assigned clear enough to enable the selection committee to draw up a significant competition notice?
- Did the board of directors give notice in writing of the holding of the competition to the concerned authorities identified in the by-law?

- Would it be advantageous to use other means of recruitment, such as:
 - *Publishing* which involves publishing an advertisement in a provincial and regional newspapers;
 - *Posting* which consists of publishing the text or an adaptation of the text of the competition notice within the institution;
 - *Direct recruitment* which consists of identifying and contacting persons who correspond to the profile to inform them that a post is available in your institution and to encourage them to apply;
 - *Indirect recruitment* which consists of contacting persons which might correspond to the profile drawn up through professional associations, organization or institutions, etc.?
 - *Publication* of the notice on the Internet site (www.santemontreal.qc.ca).

■ Approach proposed

The selection committee is responsible for designing and preparing the competition notice according to the profile and mandate drawn up in the preceding stage.

- **Drafting the selection competition notice**
 - Consult the Model of the selection competition notice presented (Tools available page 119) to help you get a grasp of the style, content and format used.
 - Make sure that the selection competition notice includes the following information:
 - the name of the institution;
 - the location;
 - the job title;
 - the type of institution;
 - the reason for the post;
 - the main challenges of the post (mandate);
 - the required competencies and factors of equivalence;
 - the post classification and other terms and conditions of employment, if applicable ;
 - applying procedures ;
 - Commitment of the institution with regard to the E.A.P.;
 - the priority accorded to applications from employees of the Health and Social Services network.

- You might also want to ask the applicants for a curriculum vitae describing their achievements and illustrating the competencies they have mastered.
 - Make sure that the selection competition notice clearly announces your specific needs and requirements in order to facilitate recruitment.
- **Number of candidacies desired**
 - The selection committee shall establish in advance the procedures it intends to follow if the number of applicants is insufficient (extension of the competition length).

■ **Activity 2.6: Publishing of the selection competition public notice**

In addition to the procedures prescribed for the sectoral notice previously mentioned, the public selection competition notice shall be published in two newspapers: one published in the region served by the regional board⁽²⁾ or in the region where the institution is located, as the case may be, as well as in a newspaper which is distributed throughout Quebec. The external competition notice shall be published **20 days** prior to the date of the first sitting of the selection committee and it must provide a registration period of at least **15 days** from the date of its publication.

- **Publication in the newspapers**
 - Except for a limited competition, the publication of advertisements in the newspapers is obligatory.
 - The choice of the provincial newspaper and the regional newspaper must be based on the following criteria:
 - its circulation;
 - profile of its clientele.
 - It is preferable to publish the advertisement on Saturday in order to ensure the best coverage possible. It may be necessary to invest additional funds to ensure the best position possible for the ad in the newspaper.
 - Specify the deadlines and materials needed for the publication of the offer of employment.

■ Key questions

- Would it be preferable to publish the selection competition notice on the Internet sites of the inter-development agencies (www.santemontreal.qc.ca) and of Emploi-Québec - Health and Social Services (<http://placement.emploiquebec.net>)?

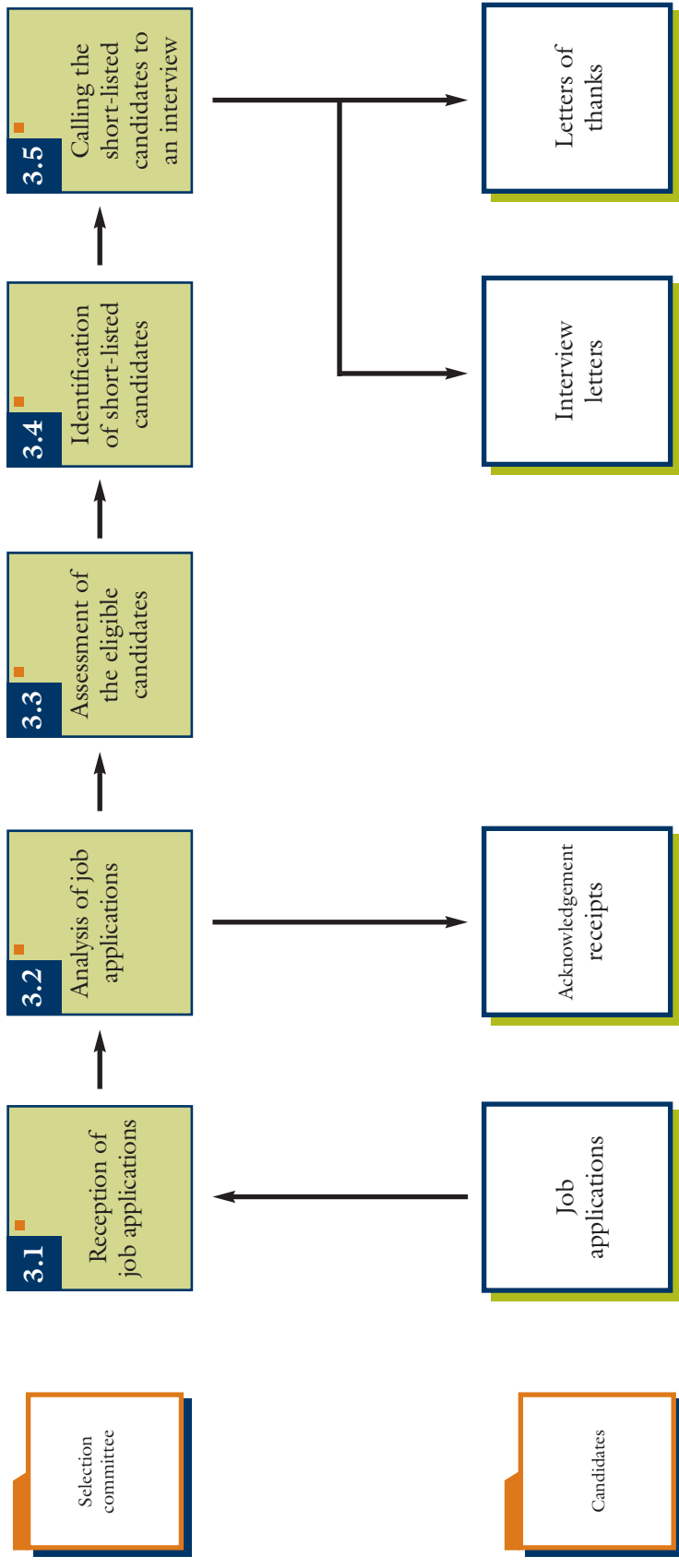
■ Tools available

- Model of the selection competition notice (page 119).
- Model of a notice in writing for the Minister forwarding to him the sectoral competition notice (page 120).



3.0 Prequalification phase

3.0 Prequalification phase



Key



3.0 Prequalification phase

■ Introduction

This step consists of sorting and classifying the applications received based on the candidate's eligibility according to the prequalification criteria.

This step involves the two following stages:

- The first consists of eliminating non-pertinent applications, that is those which are not eligible or which do not meet the prequalification criteria described in the competition notice;
- The second involves classifying applications in a first, second and third position according to the degree of conformity to the prequalification criteria.

This second stage requires an analysis and assessment of the candidates which is much more refined than the first.

■ Role and responsibilities

The selection committee performs the entire process of analyzing and assessing the job applications received.



Activities

- 3.1 Reception of job applications
- 3.2 Analysis of job applications
- 3.3 Assessment of the eligible applicants
- 3.4 Identification of the short-listed applicants
- 3.5 Calling the short-listed applicants to a interview

Principal regulatory provisions ⁽¹⁾

- As provided in sections 10 and 14 of the by-law, the selection committee must respect the following rules:
 - All the members of the selection committee shall be present for the prequalification phase (*section 10*);
 - The committee shall establish prequalification criteria and invite for interview persons whose application is accepted (*section 14*);
 - The committee shall respect a period of at least seven days between prequalification phase and selection interviews (*section 14*).

⁽¹⁾ See Division 6

■ Key questions

- Has the assessment of the candidacies been performed with rigor, objectivity and respect for the persons who have applied?
- Was the assessment essentially based on an examination of the criteria related to the academic knowledge and management experience specified in the selection competition notice?
- Are the persons accepted eligible and do they adequately meet all the requirements according to the prequalification criteria?
- Was the quality and the number of candidates short-listed sufficient to justify the institution's choice?
- Does the selection committee wish to go on with the selection procedures by choosing among the candidates available or would it prefer to suspend the procedures by extending the length or holding a new competition?

■ Procedure proposed

■ Reception of job applications

- Usually a designated person receives the applications, verifies the date received and prepares files for the members of the selection committee.
- The job applications must be opened in front of the members of the Selection committee.
- All job applications received on time must be considered, during the meeting devoted to this purpose, by the members of the selection committee.
- All job applications not received on time are returned back to the expeditor marked with “not received on time”.
- Preparing the acknowledgement of receipt.

■ Analysis of the job applications and acknowledgement of receipt

- Review one last time the prequalification criteria.
- Number and then distribute the job applications to the members of the selection committee.
- Verify the applicants' eligibility.
- Using the tool at your disposal, perform an individual analysis of the job applications for each eligible candidates:
 - A) meets the pre-qualification criteria very well: eligible for an interview;
 - B) meets the pre-qualification criteria: eventually eligible for an interview;
 - C) meets the pre-qualification criteria: not eligible for an interview.
- Present your results to the other members of the selection and sort the job applications using the scale A, B or C (accepted, possibly acceptable, not eligible).
- Send out the acknowledgement of receipt.

■ **Evaluation of eligible candidacies and identification of the persons to be accepted**

- Using the tools at your disposal, review the job applications classified as A and B (accepted, possibly acceptable).
- Perform a more detailed, individual analysis of each application classified as A and B (accepted, possibly acceptable) targeting specific knowledge and key competencies liable to have been acquired through the achievements described in the curriculum vitae.
- Identify the group of applicants that corresponds best to the profile of the executive director sought.
- Evaluate the quality and the number of applicants short-listed.
- Choose whether to go on with the selection procedures, suspend the procedures, extend the length or hold a new competition.

■ **Convocation of the retained candidates**

- Using the tool at your disposal, contact the candidates and inform them that they are invited to attend a selection interview. The candidates are to be contacted 7 days prior to the selection interview.

■ **Forwarding letters of thanks to persons who have not been accepted**

- Using the tools at your disposal, send letters thanking the people who have not been accepted for the selection interview.

■ **Tools available**

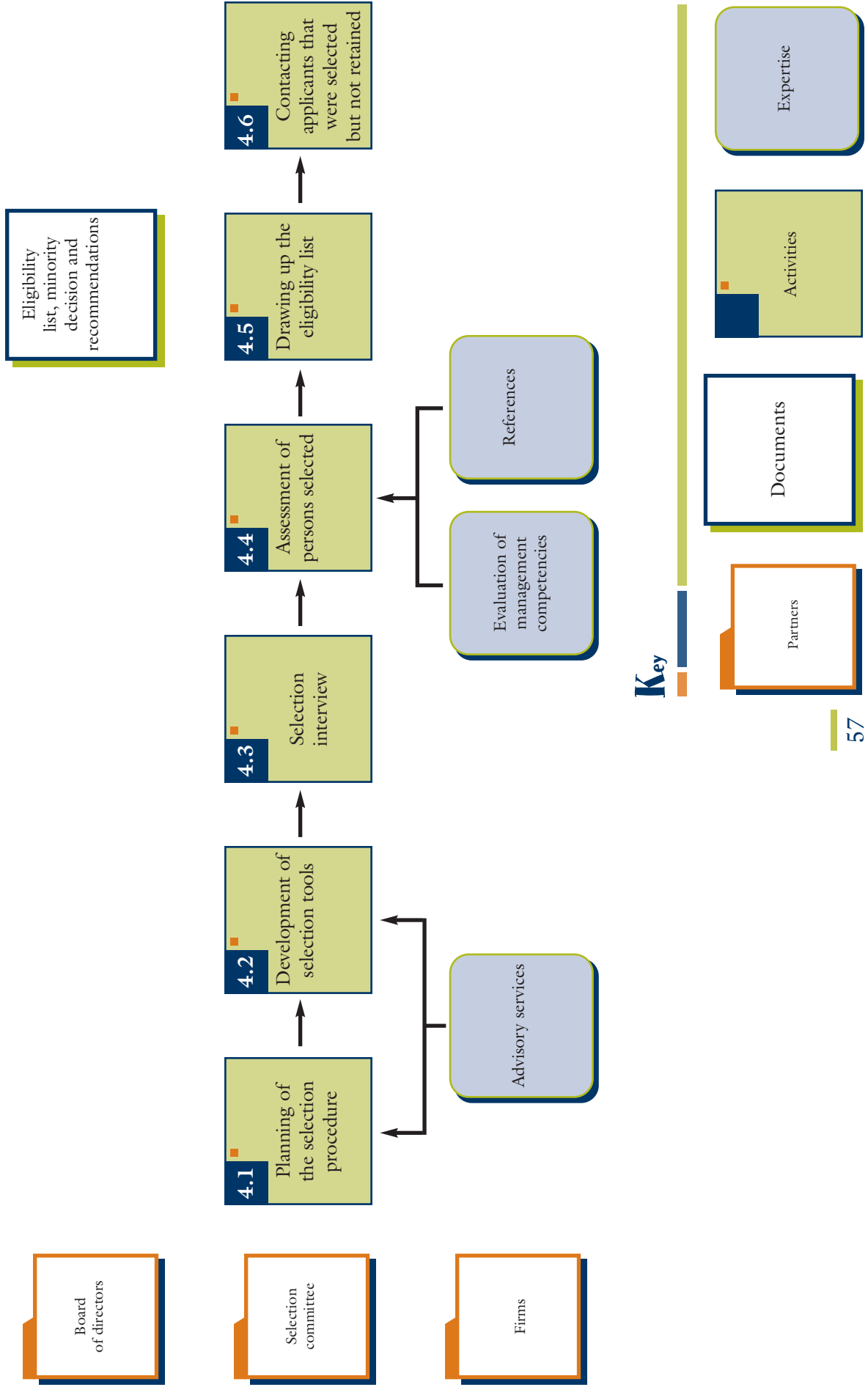
- Model of the acknowledgement of receipt to the applicant (page 121).
- Evaluation grid of candidates (page 123).
- Model for the notice to attend an interview (page 125).
- Model of a letter to the non-selected persons for the pre-qualification phase (page 126).



4.0 Selection

4.0

Selection



4.0 Selection

■ Introduction

This step essentially consists in making another selection from among the persons accepted in the preceding step, by holding new individual interviews and using the assessment tools to determine which candidates correspond most closely to the selection criteria.

This step is composed of three separate phases:

- a planning stage in which assessment tools are chosen and developed;
- a performance phase that involves new interviews and evaluation of the persons accepted during the prequalification phase;
- a decision-making phase that consists in choosing from among the persons interviewed those who correspond the most closely to the profile sought and possess the key competencies required.

■ Role and responsibilities

These three phases are performed by the selection committee which, if necessary, can retain the services of a specialized firm or organization.

■ Activity 4.1: Planning the selection procedures

Planning the selection procedures involves identifying appropriate selection tools, organizing and coordinating the selection activities and choosing the firm or organization which will assist you, if applicable.

■ Key questions

Choice of the selection tools

- Which selection tools do you wish to use?
- With which selection criteria do you wish to measure:
 - The preinterview questionnaire?
 - The selection interview?
 - Situation scenarios?

- Who will be responsible for designing, co-ordinating and organizing the selection activities?

Principal uses of the selection tools

Preinterview questionnaire	Allows each candidate's general management abilities to be evaluated in relation to the position, the institution and the sector of activity.
Situation scenario	Enables the exploration of management skills and assessment of certain management behaviours related to the specific needs of the institution.
Interview	Enables the selection committee to gather the necessary information and assess the key competencies.
Evaluation of candidates' potential	<p>Enables an evaluation of the candidate's management competencies as related to the knowledge, skills and aptitude to take on challenges proposed by using by psychometric tests.</p> <p>Enables certain residual hypotheses on the value of the finalists to be objectified and confirmed.</p> <p>Facilitates the task of the selection committee to formulate recommendations.</p>
References	Enables the information provided by the persons interviewed to be validated and confirms the scope of their achievements.

Activity 4.2: Development of selection tools

The following section provides information on how to develop the selection tools to be used by the members of the selection committee: interview and preinterview questionnaires and situation scenarios.

If you wish to use other types of tools, such as testing for cognitive skills, using workshops to study behavior in management situations or evaluating management potential in other ways, we suggest you seek services of a specialized firm or organization.

■ **Key questions**

Choice of a specialized firm or organization

- Is the specialized firm or organization brought in to assess the candidates management competencies renowned for its services?
- Is the specialized firm or organization familiar with the competencies based approach?
- Does the specialized firm or organization you are working already have previous experience with the Health and Social Services network?

Choice of selection criteria

- What is the information needed for you to choose the most qualified person?
- Does the interview enable you to obtain this information?
- Do you wish to use tools other than the selection interview?

■ **Procedure proposed**

- How to elaborate an interview questionnaire
 - Revise your selection criteria.
 - For each of the criteria determine the information you wish to obtain.
 - Proceed from the general to the particular.

- Begin the interview starting with the least personal subject-matters; then proceed to the situation scenarios; and finally discuss matters related to the personal, interpersonal and administrative qualities you are seeking for.
- Considering the limited time available, select and retain the most pertinent questions and make sure they are properly linked together.
- Prepare the sort of questions that are aimed at obtaining the information desired:
 - *Open-ended questions* do not suggest any precise answer. Allowing the person to answer in his/her own words, they enable the person's approach, values and knowledge to be evaluated. Look at the following two examples:

Q. Could you give a brief summary of your career path, outlining your main achievements?
 - *Closed ended questions* are specific. they help to obtain precise and complementary nformation.

Q. Have you ever worked in a multicultural environment?
- Depending on the priorities inherent in the proposed mandate, determine the order and time that should be allocated to each of the identified topics.
- Write down your questions, identify the answers expected and prepare the interview questionnaire (tools available).
- Make sure, without suggesting answers, that your questions are clearly stated and enable the information desired to be obtained.
- Make sure that your questions do not contravene the *Charter of human rights and freedoms* and that they are free from any discriminatory elements.

■ How to construct a preinterview questionnaire

After having prepared the interview questionnaire, you can make a resumé of the main points to be developed and then construct the preinterview questionnaire. Invite the persons selected to report one hour prior to the interview in order to get a first look at the preinterview questionnaire; or you may give it to the candidate when convoking him. Before the interview, read the obtained answer and clarify them with the candidate during the interview if needed.

- Identify two or three topics to be developed.
- Formulate open-ended questions.

- Use the procedure for preparing the pre-interview questionnaire.
- Follow the same procedure for the interview questionnaire.
- Prepare a summary evaluation grid accompanied by the expected answers.

■ **How to conduct a situation scenario**

This formula enables deeper investigation of the candidate's key competencies and management behaviours. The following is an approach designed to facilitate preparation of situation scenarios.

- Using the competency profile of the executive director of an institution, choose the key competencies you wish to evaluate.
- Prepare the situation scenario:
 - What is the situation?
 - What are the problems to be solved?
 - What instructions must be given to the person to follow?
- Situation scenarios allow the candidate's judgement and key competencies to be evaluated and provide concrete problems requiring resolution.
- Base your scenarios on actual situations experienced in your own institution and which could be experienced in other institutions.
- You can plan two or three realistic situation scenarios, graduating their level of complexity.
- Identify the key competencies in advance and prepare an evaluation grid of the behaviour observed.

Examples of situation scenario:

Example 1:

What would you do to ensure the merging of CHSLD (a residential and long-term care centre) and CLSC considering the major differences in the activities and the management approaches of both institutions?

Key competencies to be evaluated:

- changes in management;
- leadership;
- performance management.

Example 2:

A given person is responsible for a heavily handicapped beneficiary. He writes you a letter to complain about the poor care provided to this person under his protection. He accuses the personnel of negligence and lack of respect for the beneficiary's bodily security. He threatens the institution that he will take the matter to the local newspaper if the care provided to the beneficiary is not improved. What would you do?

Key competencies to be evaluated:

- Client focus;
- Interpersonal and organizational communication;
- Self-management.

Example 3:

You are attending a meeting of the management team. The managers are angry and confront you with the contradiction in the system: cuts in housekeeping and care positions while at the same time money is being spent on renovating the roof, greater demands are being made in regard to the quality of care and operating budgets are being reduced. How would you react? What actions would you undertake immediately and in the midterm?

Key competencies to be evaluated:

- Ambiguity and paradox management;
- Leadership.

■ How to use the evaluation grid of the applicants

The evaluation grid basically covers the list of selection criteria agreed upon in advance and allows the selection committee to evaluate the candidate's profile with reference to the profile sought, that is the key competencies measurable through the selection interview (knowledge, skills and management experience).

This grid enables the qualities of the candidates to be identified and situated in relation to the profile sought. It serves as a reminder and will facilitate the selection committee's deliberation later on. It is not designed to compare candidates but to assess them individually in relation to the profile sought.

■ Tools available

- Model of a questionnaire for the pre-interview (page 127).
- Model of a interview questionnaire (page 128).
- Evaluation grid of the applicants (page 135).
- Comparative evaluation sheet of the applicants (page 139).

■ **A**ctivity 4.3: Selection interview

The interview consists of a conversation in which the objective is to gather information enabling the selection committee to evaluate the candidate's management qualities.

■ Key questions

■ Preparation of the interview

- Have the members of the selection committee reviewed the applications?
- Have the roles of each member of the selection committee been properly established?
 - reception and presentation;
 - holding of the interview;
 - distribution of questions to be asked and time allowed for each question.
- Have you consulted the results of the preinterview questionnaire?

■ Procedure proposed

- Conducting the interview
 - Greet the person, go on and introduce yourself then inform the candidate of the length of the interview and the topics that will be discussed.
 - Begin the interview with general topics followed by more specific matters.
 - Avoid forming an early opinion. Pay attention to your personal prejudices.
 - Avoid generalizing a behaviour drawn from a specific context.
 - Do not allow the candidate to digress from the topic. Reformulate your question if necessary.

- Make an evaluation based on the information that the person provides;
 - retaining the significant and important elements in the answers provided;
 - observing the form, content and quality of the answers;
 - avoiding reacting personally, verbally or non-verbally to a given answer;
 - remaining neutral without making value judgements or personal comments;
 - by discreetly noting down your appraisal of the applicant's answers on the evaluation grid for each of the criteria identified and by showing respect and consideration for the applicants.

- At the end of the interview, provide time to answer questions that might be asked.

■ End of the interview

- Inform the person of the interview follow-up and the next steps in the process.
- Provide the applicant with the consent to disclosure form required to check his references.
- Ask the applicant to provide you with a list of persons of his references (names, titles, institutions, phone numbers).
- Assure confidentiality of the gathered information.
- Inform the applicant of the subsequent use of the information provided (destroying or archiving).

■ Following each interview

- Individually, complete the candidate evaluation grid immediately following the interview (tools available).
- Avoid comparing and discussing your impressions.
- Concentrate on the results of the interview and identify the strengths and weaknesses observed in relation to the profile sought.

■ **A**ctivity 4.4 : Evaluation of the selected persons

This is the most critical step in the process for most of the members of the selection committee since its results will influence the choice of the committee and of the board of directors.

To do this, we propose an evaluation procedure divided into three phases.

- Evaluation and pooling of individual comments.
- Analysis of the results related to the evaluation of management competencies and the references.
- Deliberation and identification of the finalists.

The suggested procedures essentially involves identifying, pooling and recognising the management qualities of each person evaluated according to the profile of the executive director sought.

■ **Evaluation and pooling of the comments of the selection committee's members**

Each member of the selection committee fills the evaluation grid presented on page 135.

Then the members pool their evaluation by sharing the final marks obtained on the evaluation record.

The members of the selection committee add up the total points for each candidacy.

During your deliberations identify the applicants which, according to the selection tools, correspond the best to the profile of the executive director sought.

■ **Analysis of the results of the management competency evaluation and references**

Although most of the activities in this phase are generally performed outside the selection committee, we suggest that the committee should:

- Plan the performance of the activities with the firm or organization specializing in management competency assessment.
- Confirm the proposed meeting with the finalists.
- Examine the results when the firm or organization retained submits and presents the assessment report.

In the event the committee decides to check the candidate's references itself, we suggest you consult the methodology proposed on the following pages.

■ **Deliberations and identification of the finalists**

During this step the members of the selection committee must choose the finalists who will be proposed to the board of directors.

To do so, we suggest that they review the files of the persons being considered, identify their strengths and weaknesses in relation to the profile sought and evaluate their management competencies in relation to the position's mandate.

Before establishing your choice, consider the respective merits of each candidate, list their distinctive key competencies and prepare your recommendations.

■ **Tools available**

- Evaluation grid of the applicants (page 135).
- Consent to disclosure form (page 141).
- References grid (page 143).

■ **Reference verification methodology**

Definition

Verify references involves contacting the persons who can provide information concerning the achievements and behaviour observed in concrete working situations in order to confirm or refute the information which has been provided by the applicant.

It is easy to make the most of this verification activity since:

- the persons referred are liable to give positive references;
- also, they are not necessarily objective in their assessment;
- the value of their testimony may be weighted.

Essentially it involves collecting a standardized report of the achievements and management qualities which you consider necessary for the position.

■ **Key questions**

- What information do you want to have confirmed?
- Who could best confirm this information for you?
- Who should verify the references?

■ **Procedure proposed**

- Designate a member of the selection committee to check the references.
- Check the references by telephone or in person only.
- Contact at least three of the reference sources authorized by the person concerned.

- Explain why their opinion is important for your institution since you are about to make a choice.
- Describe the key elements of the profile of the executive director in such a way that the person can confirm or refute with a yes or a no than than make negative comments.
- State your doubts(hypotheses), if applicable. It is easier for the person to confirm or refute with a yes or a no than to make a negative comment.
- Ask the question: What should the candidate do in order to improve?
- Ensure the persons of the confidentiality of their comments.
- Exercise your judgement in regard to the information collected.
- On the grid, write down any pertinent information that could be confirmed in writing or revealed to the finalist.
- Summarize the references for each finalist and forward the synthesis of this assessment to the selection committee:
 - excellent references;
 - good references;
 - certain reservations.

Activity 4.5: Drawing up the eligibility list

Principal regulatory obligations ⁽¹⁾

- As stated in section 15 of the by-law, the selection committee must draw up a list of eligible candidates. This shall then be forwarded along with the recommendations of the selection committee to the board of directors for a decision concerning the appointment of the future executive director.
- The decision to declare a candidate eligible shall be made by at least three members of the selection committee. A member may express a minority position and communicate it to the board of directors, providing reasons in writing, if desired.
- By virtue of the section 17 of the by-law, if no candidate is declared eligible by the selection committee, or if the board of directors declares none of the applicants as eligible, then a new competition must held. ⁽²⁾

⁽¹⁾ See Division 6.

⁽²⁾ Usually this second step is considered as a prolongation of the first competition and, when it is realised inside a reasonable period of time, that is a period of three months, following the decision of the board of directors of retaining no candidacy. In such a case, the board of directors shall notify the chairman-executive director of your development agency and the Minister.

■ Procedure proposed

Following the identification of the finalists, the selection committee must submit to the board of directors:

- The eligibility list;
- accompanied, if applicable, by minority positions;
- and the recommendations of the selection committee.

To do this, we invite the members of the selection committee to:

- come to an agreement in order to declare the eligible candidate(s), (if possible limiting the eligibility list to only one eligible candidate);
- organizing the candidates on the list in order of priority (if there is more than one candidate on the eligibility list);
- sign the eligibility list to be presented to the board of directors;

- make their recommendations concerning the eligible candidates;
- assign a mandate to the chairman of the selection committee to represent the committee in dealing with the board of directors.

We suggest that this person prepare a presentation for the members of the board of directors.

■ **Tools available**

- Model of the eligibility list (page 151).

■ **Activity 4.6: Informing the selected applicants that were not retained**

■ **Procedure proposed**

The chairman of the selection committee shall notify in writing the applicants that their candidacies were not retained by the selection committee. This letter shall mention that each candidate may contact him in order to get information on the evaluation of his or her candidacy which had been made throughout the various steps of the selection competition.

■ **Tools available**

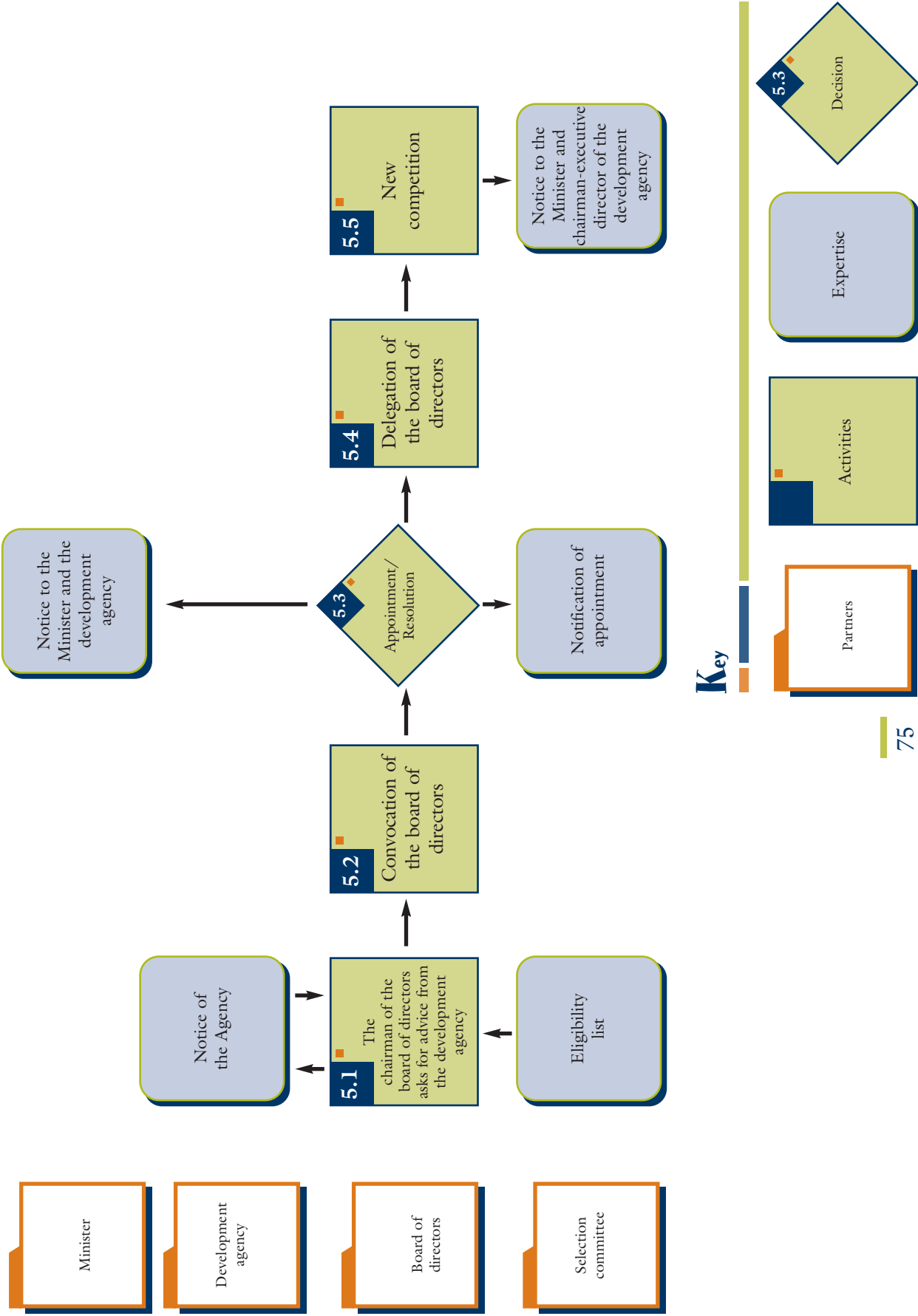
- Model of a letter for the persons that were selected but not retained (page 156).



5.0 Appointment

5.0

Appointment



5.0 Appointment

■ Introduction

The board of directors has to appoint, by resolution and according to the recommendations of the selection committee, a person from among the finalists as executive director of the institution.

Before proceeding with the appointment, the board of directors must ask for advice from the development agency.

If no candidate is selected by the board of directors, then a new competition must be held.

Following the appointment, the board of directors must prepare the engagement contract that shall be proposed to the selected candidate eventually.

■ Roles and responsibilities

- The chairman of the board of directors is responsible for the activities in this step.
- The chairman of the selection committee presents and submits the eligibility list to the board of directors and, if applicable, the minority decisions and recommendations of the committee. He also presents the advice obtained from the development agency.



Activities

- 5.1 **The chairman of the board of directors asks for advice from the development agency**
- 5.2 **Convocation of the board of directors**
- 5.3 **Appointment of the executive director**
- 5.4 **Delegation of the board of directors**
- 5.5 **The holding of a new competition (notice to Minister and chairman-executive director of the development agency)**

Principal legal provisions ⁽¹⁾

- By virtue of section 15 of the by-law, the eligibility list and recommendation, with reasons, of the selection committee are forwarded to the board of directors for a decision (appointment).
- By virtue of the section 193 of the Act, the board of directors must consult the regional board ⁽²⁾ prior to the appointment of an executive director.
- By virtue of the section 201 of the Act, the board of directors shall make the appointment of the executive director by way of a resolution adopted by the vote of not less than two-thirds of its members at a meeting called for that purpose.
- By virtue of the section 18 of the by-law, the mandate of an executive director shall not exceed four years.
- By virtue of the section 17 of the by-law, if the selection committee decides to declare none of the candidate eligible or if the board of directors decides to appoint none of the candidates declared eligible then a new competition must be held. ⁽³⁾

⁽¹⁾ See Division 6.

⁽²⁾ Development agency.

⁽³⁾ Usually the second competition may be held with the same authorization from the Minister and the same selection committee and shall be carried out within a reasonable period of time, that is a period of three months, following the decision of the board of directors of retaining no candidacy. In such a case, the board of directors shall notify the chairman-executive director of your development agency and the Minister.

■ Procedure proposed

After having been informed of the results of the work of the selection committee, the chairman of the selection committee mandated by the board of directors (voir page 26) shall notify in writing the development agency about the candidate selected by the committee to be on the eligibility list and then shall convoke a special meeting of the members of the board of directors.

During the special meeting of the board of directors, the chairman of the selection committee presents to the members:

- the mandate of the selection committee;
- the recruitment and selection procedures performed;
- the eligibility list;
- the recommendations of the selection committee.
- the written notice of the development agency.

Appointment of the executive director shall follow a resolution of the board of directors by the vote of not less than two-thirds of its members at a meeting called for that purpose. The resolution shall make mention that the appointment is conditional to the signing of the engagement contract.

We then invite the board of directors to designate two members from its executive to prepare, negotiate and sign the engagement contract on the behalf of the institution.

When the engagement contract is signed, we invite the chairman of the board of directors to forward a copy of the resolution concerning the appointment of the executive director to the Minister and copies for the chairman-executive director of your development agency and the supervisory human resources management board of the MSSS.

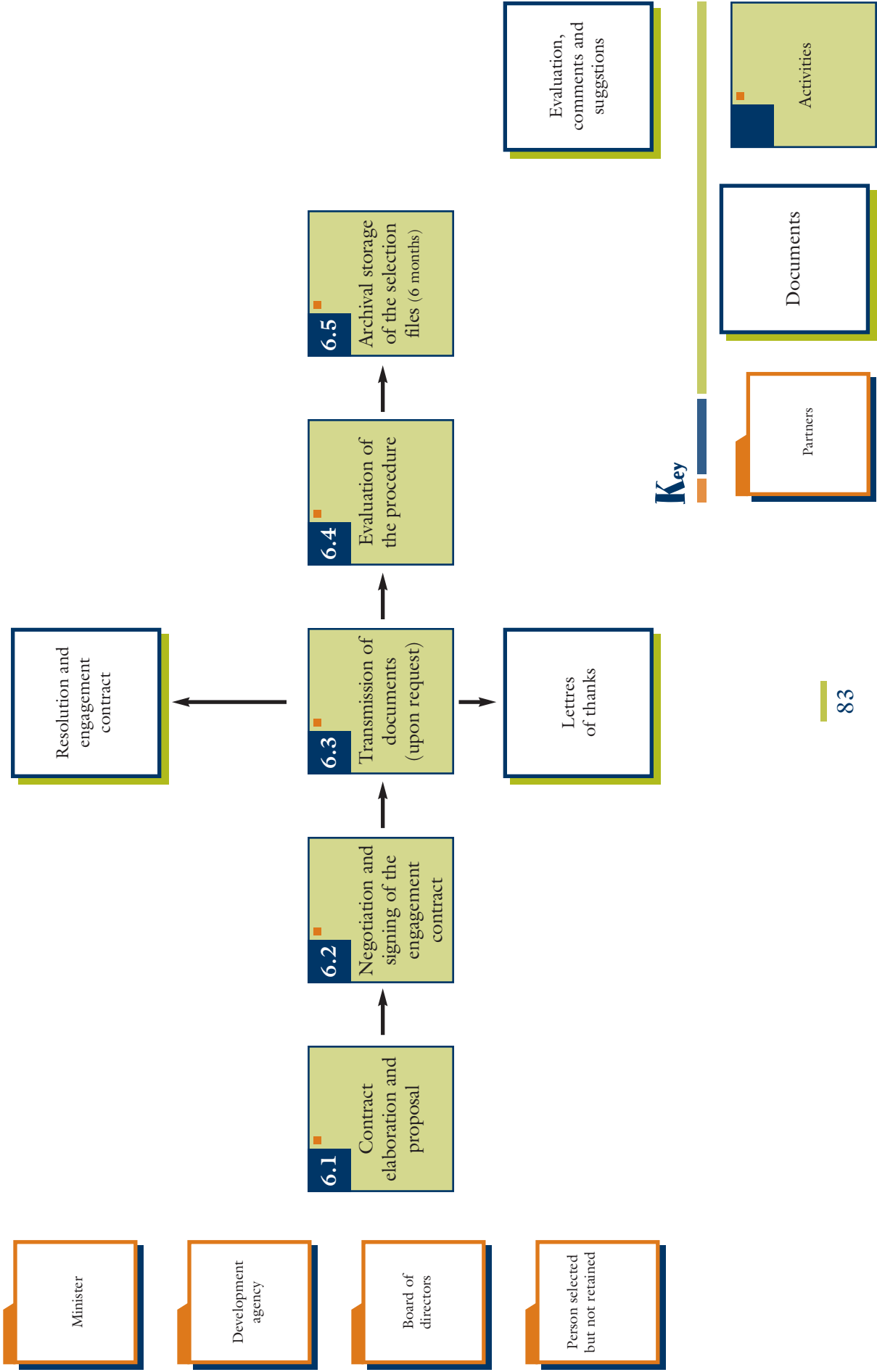
■ **Tools available**

- Model of a letter to ask for advices from the development agency (page 153).
- Model of the a letter forwarded to the Minister (appointment) (page 155).
- Model of the extract from the minutes of a special meeting of the board of directors concerning the appointment an executive director (page 154).



6.0 Engagement

6.0 Engagement



6.0 Engagement

■ Introduction

This step essentially consists of engaging the candidate. It involves specifying the mandate, objectives and results expected and signing the hiring contract with the candidate in order to enable this candidate to take up active duty within an agreed period.

The evaluation grid of key competencies of the executive director of an institution may also be used as a reference in the annual performance appraisal of the executive director.

This step is composed of the following phases:

- Preparation, negotiation and signing of the engagement contract;
- Evaluation of the recruitment, selection and appointment procedures and forwarding of the documents to the parties concerned;
- Completing the competition follow-up for the candidates not retained and archiving the selection files.

■ Role and responsibilities

The persons designated by the board of directors assume responsibility for the activities to be performed in this step.

- **Activities**
 - **6.1 Preparation of the engagement contract proposal**
 - **6.2 Negotiation and signing of the engagement contract**
 - **6.3 Transmission of documents (upon request)**
-

Principal legal provisions⁽¹⁾

- As provided in section 19 of the by-law, the hiring contract must be signed by the parties and satisfy the following requirements:
 - contain the rights, obligations and benefits specific to the position including vacations, personal holidays and terms and conditions for the annual appraisal of performance, etc.
 - make no provision for the payment of financial benefits other than those provided in the by-law;
 - be in conformity to the by-law (any provision that does not comply with the by-law respecting health and social services and the by-laws made there under shall be considered null).
- The representatives of the board of directors may also state in the engagement contract the specific mandate, the expected results and the schedule proposed by identifying the procedure and evaluation tools used.
- According to the specific needs identified, the representatives of the board of directors may attach to the contract the development plan that will be assign to the executive director (Chapter 4.4 of the by-law).
- By virtue of the section 20 of the by-law, the resolution of the board of directors respecting the appointment of the executive director and the engagement contract of the executive director shall be sent to the Minister on request, as shall any subsequent change to the contract.
- Sections 197 to 200 of the Act state the rules applicable in case of conflict of interest, declaration of interest and function's exclusivity.

⁽¹⁾ See Division 6.

■ Procedure proposed

We suggest that you use the model of an engagement contract proposed in Division 5. You are invited to prepare a **contract proposal** and to ask, if necessary, for approval by your development agency or the supervisory human resources management board of the MSSS. We would like to remind you that the working conditions for the executive director are available on the Internet site of the MSSS ([www.msss.gouv.qc.ca/documentation/normes et pratiques de management/numéros de dossier 2002-005/annexe 3](http://www.msss.gouv.qc.ca/documentation/normes_et_pratiques_de_management/numeros_de_dossier_2002-005/annexe_3))

Depending on the mandate you were assigned by the board of directors, you must prepare the hiring contract and, if applicable, identify the mandate, results expected, work plan and schedule proposed, specifying the assessment procedures and tools used. For this purpose, you may refer to the “ *Guide d'appréciation du rendement du directeur général* ” published by the AHQ in 1993 and prepared in collaboration with the ADGSSSQ.

You may also attach the development plan for the executive director to the engagement contract presented in division 5 according to the needs identified. The results of the management competency assessment and the recommendations of the selection committee may be employed in this regard.

Convoke the candidate chosen by the board of directors to a meeting, present him with the results of the selection procedure accompanied by the contract proposal. Together with the candidate, determine the terms of employment as well as the date on which he/she will take up his/her duties. If needed, do not hesitate to consult the development agency or the supervisory human resources management board of the MSSS.

Following the signing of the hiring contract, together with the post incumbent, plan the procedures involved in assuming his/her duties.

We invite the chairman of the board of directors to attach the selection files and the evaluation grid of the realised procedure and then to forward the evaluation grid to the development agency and archive the selection files, locked up, for a period of 6 months.

■ Key questions

- Who should participate in the evaluation of the recruitment, selection and appointment process?
- What are the important points to put emphasis?
- What are the points that need to be improved?
- What were the difficulties encountered?
- Was the recruitment, selection and appointment guide useful to you?
- Did the representatives of the development agency and the Minister on the selection committee facilitate the performance of the activities and assist the other members of the committee?
- What suggestions do you have in order to improve the procedure proposed?

■ **A**ctivity 6.4: Evaluation of the procedure

■ Procedure proposed

All the members of the board of directors who participated in one of the steps of the process can participate with the members of the selection committee in evaluating the recruitment, selection and appointment process. This evaluation remains the property of the institution and shall be attached to the selection file.

The representatives of the Minister and of the development agency must also hand in a evaluation report of the selection procedure of the executive director.

■ **A**ctivity 6.5: Archiving the selection files

■ Procedures proposed

We suggest that you archive the selection files for a period of six months and destroy any personal documents concerning the non-retained candidates after this period. The chairman of the selection committee may have need of these documents in order to respond to requests received. On the other hand, this previous experience may prove useful on renewal of the selected person mandate or in future recruitment processes.

■ **Tools available**

- Report of the representatives of the Minister and the development agency on the selection procedure of an executive director (page 145).



Division 2

Competency profile of the executive director of an institution



Competency profile of the executive director of an institution

In the last few years important changes have occurred in the Health and Social Services network. These changes have had a profound impact on management behaviour. In this specific context the executive directors called upon, in a particular by their function to play the role of main leader and manager of the institution.

Recently modifications of the law (2001, chapter 24) have changed the links existing between the Department, the boards and institutions, particularly bearing on management agreements between the MSSS and the boards and also on those between them and the institutions they serve. In this new context the executive director must, from now on, has come up to the expectations of the board of directors, but he also has to meet the requirements of the State, becoming an important player in public management.

Therefore, meeting the ministerial objectives will imply exploiting new ways in work organization, in the mobilization of human resources and in the elaboration of new management approaches in order to optimize services in terms of accessibility and the management of the network itself. Also making the new integrated services network function properly will entail the careful redefinition of institutional objectives, the creation of new alliances and strategic partnerships, the search for complementary services provided by different institutions and as well very diligent attention to clientele expectations. If all managers are called upon to make decisions due to the foreseeable lack of human resources, it is certain that the executive director will, more than others, be called upon to act in new ways in order to achieve the results desired.

A newly appointed person will also have to consider not only new issues and governmental objectives but also the high responsibilities inherent in this particular posting level as elaborated in the competency profile of the executive director of an institution. As well, the individual will have to look around and take inspiring ideas from similar posting profiles and competencies handbooks intended for the use of the Health and Social Services network. This profile might prove useful during the selection process of a general director, or when elaborating a development plan or reorganization procedures of the institution's management board.

The profile is composed of 6 fields of competencies considered as “ fundamental”; this is to be considered as a general base that is precise enough to be functionally practical. Adding other fields could have proven to be unrealistic, ending up in an over-specification not readily useful at present and needlessly cumbersome.

Each of the field of competencies is followed by an “ indicator ” specifying the areas in which the organizational responsibilities are used and how they can shown to be useful. The “ fundamental knowledge ” property completes the definition of the fields of competencies. These fields pinpoint the knowledge, skills and attitudes an executive director must demonstrate in order to properly fulfil his or her professional activities.

It is up to the board of directors to improve this generic profile by adding specific competencies, indicators and fundamental cognitive skills required in order to apply for the post of executive director of the institution.

Strategic vision

Ability to anticipate trends, read the environment, make projections for the future of the institution in relation to its environment as well as acting in order to come up to the expectations of the population served by the institution in the context of public management.

Expected behaviour

- Makes an appropriate interpretation of the environmental signs in order to position his actions in a mid- and long- term perspective.
- Elaborates rapidly and efficiently various options after appropriate analysis of the information and facts provided in order to make adequate use of the programs and services of his institution according to the present needs of the population served and for future needs.
- Elaborates organizational strategies stimulating development and optimization of offered services.
- Determines strategic orientation and action priorities and elaborates corresponding strategies which are coherent with the institutional, national and regional objectives regarding health and social services.

Fundamental knowledge

- “ **Knowledge** ” • Comprehension of the new orientations and priorities due to the health and social services evolution.
- “ **Know-how** ” • Procedures of analyzing and planning for clientele services and management priorities.
- “ **Manners** ” • Attitudes of adaptability and being able to maintain a long term vision.

■ Partnership and alliances “ network ”

The ability to initiate and bring to fruition innovative and constructive relations based on collaboration with different groups inside or outside the institution enabling the emergence of common objectives in order to maximize the effectiveness of the action taken and the quality of the services provided in a “ network ” perspective.

Expected behaviour

- Identifies the common needs and interests in order to unite forces toward a the same action oriented perspective.
- Is able to be persuasive and influent enough to obtain a consensus among partners in order to realize projects or the integration of services that imply external partnerships.
- Creates and maintains network alliances by stimulating interdisciplinary exchanges and a “ network ” vision of the health and social services and by sharing experiences and expertises.
- Establishes cooperation projects based on respect and mutual comprehension in order to move ahead in a constructive and effective manner with the institutions collaborating.

Fundamental knowledge

- “ **Knowledge** ” • Treatments and services provided by the institution, local and regional organizations.
- “ **Know-how** ” • Negotiation and mediation procedures.
- “ **Manners** ” • Collaboration approach attitudes.

The ability to adapt practices and operating methods in order to offer services which focus on answering the needs and expectations of the users, in accordance with the objectives of the institution, regional and national orientations, specific environmental restrictions and the available resources.

Expected behaviour

- Anticipates the evolution of needs and expectations of the population served in order to provide the user with services up to his expectation in accordance with the regional, national orientations regarding health and social services.
- Elaborates evaluation procedures for services offered and satisfaction of the population served. He or she demonstrates also a good capacity to manage complaints and to pinpoint solutions and changes to be made in order to maintain an optimal level of quality of the various interventions, cares and programs offered.
- Establishes the conditions necessary to provide the user with the greatest accessibility and the highest quality services possible.
- Insures that the legal responsibilities and obligations of the institution and its personnel are respected by everyone in regard to the services provided to the population served.

Fundamental knowledge

- “ **Knowledge** ”
 - Knowledge of the served area, and of the profile and needs of the institution's internal and external clientele and also of the issues implied.
- “ **Know-how** ”
 - Capacity to establish the necessary conditions in order to provide the highest quality services possible.
- “ **Manners** ”
 - Client oriented and proactive listening attitudes.

Capacity to communicate a vision that encourages the commitment of all members of the institution to the strategic orientations and creates a proper ambiance for their attainment.

Expected behaviour

- Works together with the board of directors and the management board in order to establish projects and strategies that motivate the personnel.
- Recognizes and valorizes the inherent potential of co-workers in order to stimulate their involvement and their achievement of results according to the organizational objectives.
- Identifies and takes measures to prevent potentially conflictual situations and to find solutions that will minimize their impact on the institution, the clientele services and pursued objectives.
- Promotes and maintains cooperation based working relationships, teamwork and respect for professional ethics.
- Adopts a positive and creative attitude in an ever-changing context that implies the need to adjust or modify institutional structures and policies.
- Initiates and implements strategies and policies that will stimulate and maintain a high level of motivation and performance among co-workers and the personnel of the institution.

Fundamental knowledge

- “ **Knowledge** ” • Organizational skills in accordance with the area served.
- “ **Know-how** ” • Concerting approach and creation of partnership stimulating organizational involvement .
- “ **Manners** ” • Attitudes and capacities towards building a winning work team and making use of his collaborators’ talents and competencies in a complementary fashion.

Interpersonal and organizational communication skills

Capacity to encourage profitable and meaningful discussions within the scope of internal and external communication in order to circulate information and share a common vision compatible with a diversity of interests.

Expected behaviour

- Develops ideas in a logical and structured way in order to be understood properly.
- Presents in a clear and convincing way all the facts to different groups, partners, collaborators, while demonstrating a proactive listening attitude in regard to their respective preoccupations.
- Responds clearly and efficiently to the questions asked by representatives, users, employees or the medias.
- Takes into account the regional, ministerial and the board's positions when communicating inside and outside the institution.
- Develops communication strategies enabling circulation of information between the members of the board of directors, of the management board and the personnel in order for them to perform their respective duties adequately.

Fundamental knowledge

- “ **Knowledge** ” • Basics in public relations.
- “ **Know-how** ” • Capacity to express oneself clearly and properly in front of different interlocutors including representatives of the medias.
- “ **Manners** ” • Attitudes towards demonstrating loyalty to the corporation and solidarity with the management board.

Management skills

Capacity to meet the objectives and reach goals considering the expectations of the board of directors in accordance with the objectives of the institution, regional and national orientations, specific environmental restrictions and the available resources.

Expected behaviour

- Elaborates strategic plans for the institution and insuring the follow-up of procedures, programs and activities enabling the attainment of the organizational objectives.
- Identifies results and proper indicators according to management agreement contracted with the regional board and taking into consideration the global organizational performance and the quality of services provided.
- Comes up to the expectations of the population served by the institution by putting in place or adapting already existing administrative structures, working procedures and/or programs enabling the adequate use of the allocated resources.
- Identifies management procedures of the allocated resources (human, financial, material, informational) and stimulates performance and efficiency among managers under his or her responsibility.

Fundamental knowledge

- “ **Knowledge** ”
 - Governmental and regional objectives in regard to the health and social services.
- “ **Know-how** ”
 - Capacity to bring to fruition in his environment the result objectives of the management.
- “ **Manners** ”
 - Attitudes of rigor and firmness.

Bibliography (available in French or might be available in English upon request)

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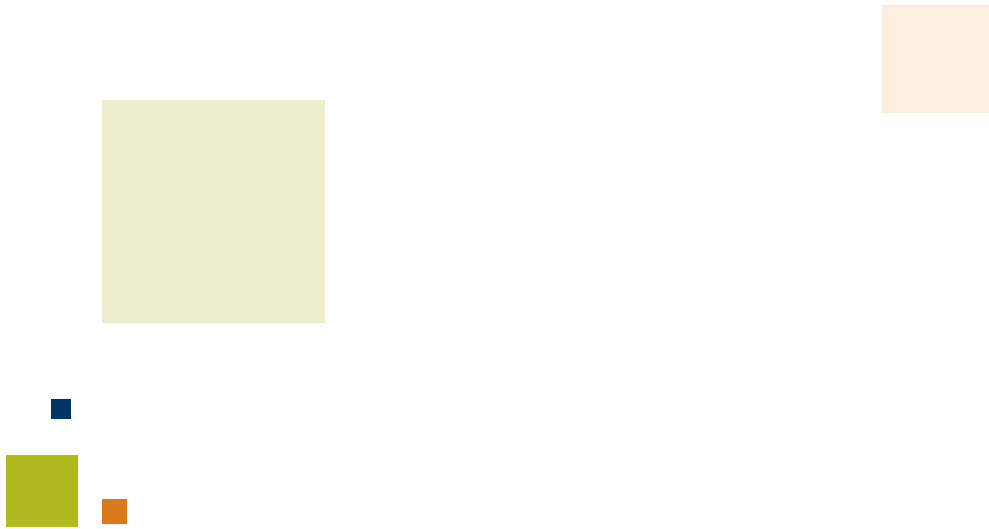
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Division 3

Tool guide repertory



Model for the opening procedures of the selection competition

Date

Name

Ministre de la Santé et des Services sociaux

Gouvernement du Québec

1075, chemin Sainte-Foy, 15^e étage

Québec (Québec) G1S 2M1

Objet : Demande d'ouverture du concours pour le poste de directeur général.

Madame la Ministre / Monsieur le Ministre,

Lors de la séance régulière du _____, le conseil d'administration du *Centre Bonne Santé* a adopté une résolution demandant l'ouverture officielle du concours de sélection pour le poste de directeur général du *Centre Bonne Santé*.

Conformément à l'article 8 du Règlement sur certaines conditions applicables aux hors-cadres des régies régionales et des établissements publics de santé et de services sociaux édicté par le décret 1217-96 du 25 septembre 1996, vous trouverez ci-joint l'extrait de procès-verbal faisant état de la résolution.

Puisque le poste de directeur général sera dépourvu de son titulaire le _____ prochain, nous vous demandons l'autorisation de procéder à l'ouverture du concours de sélection.

En espérant le tout à votre entière satisfaction, nous vous prions d'accepter, (Madame la Ministre / Monsieur le Ministre), nos salutations distinguées.

La présidente ou le président du conseil d'administration,

/ (signature)

Pièce jointe

c.c.. PDG de l'Agence de développement

N.B. : The following letter should be forwarded in French, an English version may be available upon request.

Model of the Extract from the minutes of a regular assembly of the board of directors concerning opening a selection competition

Extract of the minutes of a regular meeting of the board of directors of the *Centre Bonne Santé*, held on _____, at _____
date address

Opening of the employment competition

A motion was proposed, duly seconded and unanimously resolved that a request shall be made to the Minister de la Health and Social Services, to authorize *Centre Bonne Santé* to proceed with the opening of a competition for the position of executive director, as soon as possible.

Chairman of the board of directors,

(signature)

Certified copy

Secretary of the board of directors

Example: Profile of the executive director sought by the Centre Bonne Santé

Mission

- Institution specializing in research and preventive and curative services in mental health.
- Which promotes the treatment and reintegration of the beneficiaries into normal life activities.
- With an operating budget of \$100 millions.

Issues and specific problems

- An increase and aggravation in problems related to mental health.
- Personnel is exhausted.
- A major expansion and renovation project to be completed and operational in three years.
- Tight operating budget.
- Intense pressure from the community to prevent mental health problems and to improve reintegration of beneficiaries.

Strategic orientations

Clinical:

- To ensure curative services are maintained;
- To reposition preventive services by putting emphasis on the community approach;
- To develop research, teaching services and consultations with the community.

Administrative:

- To pursue management practices while performing capital projects which respect needs, budget and schedules.

Objectives

- Carry out the expansion and renovation project within the next 3 years.
- Promote and implement community intervention projects within 3 years.
- Develop research and teaching services and consultations within 3 years.
- Improve the quality of the consultation services provided together with the community this year.
- Bring together, mobilize and support the personnel in the institution's renewal process.

Pre-qualification criteria

- University post graduated diploma in administration, combined with undergraduate training in health or human sciences. Relevant management experiences might compensate for the lack of postgraduate diploma .
- Around fifteen years of professional experience with at least five years in senior management positions.
- Thorough knowledge in the field of mental health projects, particularly those related disinstitutionalisation, social reintegration and the community approach.
- Experience in construction and capital project management (\$10 to 15 millions) would be an important asset.
- Knowledge of the health and social services network.

Selection criteria

As a priority:

- Results centred management: *excellence of services, effectiveness and quality of management;*
- partnership and alliances network: *especially with community organization;*
- leadership: *ability to rally the personnel around the development plan and make them fully accountable in attaining organizational objectives;*
- client focused orientation: having a particular interest toward the specific clientele in the mental health field.

But also:

- Strategic vision: *understanding of the issues, problems and needs of our institution;*
- Entrepreneurship: *to foster creativity and initiatives;*
- Ambiguity and paradox management: *in a context involving budget cuts and increasing burdens in mental health field;*
- Modernization management: *To facilitate the performance of the development plan and the capital projects as well as to foresee eventual opposition;*
- Interpersonnal and organizational communication skills: *inside the institution and in the community; Fluent in both French and English;*
- Self-management: *ability to manage stress, self-starter enthusiasm and open mindedness as regards personal professional development.*

IDENTIFICATION GRID OF COMPETENCIES SOUGHT

INSTITUTION: _____

The six **fundamental** competencies are essential to the profile of the executive director of an institution of the health and social services network. Although they might be completed with **specific** competencies required by the board of directors of a given institution (see page 109 of this grid). Evaluate each of the following competencies according to the profile of the future executive director of your institution and determine their relative importance: **2 (very important)** , **1 (important)**, **0 (less important)**.

Relative importance

FUNDAMENTAL COMPETENCIES

1. Strategy perspective

Ability to anticipate trends, read the environment, make projections for the future of the institution in relation to its environment as well as acting in order to come up to the expectations of the population served by the institution in the context of public management.

MANAGEMENT SKILLS

- Analysis of current socio economic trends;
- Comprehension of the political issues regarding health and social services;
- Comprehension of the evolution of the health and social services system;
- Priority management;
- Openness to change;
- Analysis and planning strategies;
- Overall and long-term vision.

SUCCESS INDICATORS

- Anticipates changes and new trends; predicts their impacts;
- Analyzes the strengths, weaknesses, hazards and opportunities for the institution;
- Grasps quickly the strategic issues of the institution;
- Determines action priorities and strategic orientation to be taken.

IDENTIFICATION GRID OF COMPETENCIES SOUGHT

INSTITUTION: _____

Relative importance

The six **fundamental** competencies are essential to the profile of the executive director of an institution of the health and social services network. Although they might be completed with **specific** competencies required by the board of directors of the institution (see page 109 of this grid). Evaluate each of the following competencies according to the profile of the future executive director of your institution and determine their relative importance: **2 (very important)**, **1 (important)**, **0 (less important)**.

FUNDAMENTAL COMPETENCIES	MANAGEMENT SKILLS	SUCCESS INDICATORS
<p>2. Partnership and alliances network</p> <p>The ability to initiate and bring to fruition innovative and constructive relations based on collaboration with different groups inside or outside the institution enabling the emergence of common objectives in order to maximize the effectiveness of the action taken and the quality of the services provided in a “network” perspective.</p>	<ul style="list-style-type: none"> • Respect for the others • Collaboration approach • Pervasivity in the identification of opportunities and partnerships • Knowledge of the missions and vocation network's institutions • Ability to manage conflicts • Ability to negotiate • Skill in building up working groups • Respect for diversity • Collaboration approach • Persuasive • Openness and sensibility to diversity 	<ul style="list-style-type: none"> • Communicates a global and integrated vision favourable to the creation of multiple alliances; • Identifies principal partners in regard to their specific contribution and the institution's needs; • Multiplies alliances and network partnerships with other institutions and organisms in order to maximize the effectiveness of resource's management and services provided; • Favors making complementary agreements and service contracts with due respect for the cultural differences of others and for various objectives in order to create long term partnerships;
<p>3. Client focus</p> <p>The ability to adapt practices and operating methods in order to offer services which focus on responding to the needs and expectations of the users, in accordance with the objectives of the institution, regional and national orientations, specific environmental restrictions and the available resources.</p>	<ul style="list-style-type: none"> • Listens actively to clients and users; • Concern for the quality of the services provided; • Approach based on user participation; • Knowledge of the laws and regulations respecting health and social services; • Knowledge of the expectations, deontological code and competency norms of the associations and professional orders; • Operational skills. • Organizational capacity • Service oriented attitude 	<ul style="list-style-type: none"> • Anticipates the needs and the expectations of present and future clientele; • Sets up the conditions necessary to give users the highest degree of accessibility and quality service possible; • Establishes follow-up and control mechanisms to assess user satisfaction; • Encourages user participation in identifying their expectations and evaluating their satisfaction of service quality.

IDENTIFICATION GRID OF COMPETENCIES SOUGHT

INSTITUTION: _____

Relative importance

The six **fundamental** competencies are essential to the profile of the executive director of an institution of the health and social services network. Although they might be completed with **specific** competencies required by the board of directors of a given institution (see page 109 of this grid). Evaluate each of the following competencies according to the profile of the future executive director of your institution and determine their relative importance: **2 (very important)**, **1 (important)**, **0 (less important)**.

FUNDAMENTAL COMPETENCIES	MANAGEMENT SKILLS	SUCCESS INDICATORS
<p>4. Leadership</p> <p>Capacity of communicating a vision that encourages the commitment of all members of the institution around the strategic orientations and creating an appropriate ambience for their attainment.</p>	<ul style="list-style-type: none"> • Ability to delegate • Human resources management skills • Coaching skills • Conflict management • Techniques for evaluation and merit recognition • Partnership 	<ul style="list-style-type: none"> • Communicates a vision which encourages the personnel to outdo themselves; • Delegates files and mandates his or her co-workers and employees in accordance with their respective roles and competencies; • Encourages mutual assistance and builds a winning work team spirit; creates organizational synergy by developing coherence and cohesion between the various work teams and units; • Acts as a coach, guide and advisor for his or her staff through support, recognition and involvement in improving everyone's contribution.
<p>5. Interpersonal and organizational communication skills</p> <p>Capacity to encourage profitable and meaningful discussions within the scope of internal and external communication in order to circulate information and share a common vision according to the diversity of interests.</p>	<ul style="list-style-type: none"> • Organizational and strategy techniques • Awareness of local and regional issues • Ability to communicate with the public • Facility in verbal expression • Logical and structured thought process • Tact and diplomacy • Solidarity with the administration • Loyalty • Listening skills 	<ul style="list-style-type: none"> • Takes into account the particularities of the ethnocultural, religious and linguistic communities with which he or she interacts; • Establishes flexible discussion mechanisms enabling the circulation of information, interaction and co-operation; • Communicates with transparency, clarity and concision using a language adapted to different interlocutors and the languages spoken (French and English); • Indicates and ensures the promotion of the institution, its mission and its achievements.

IDENTIFICATION GRID OF COMPETENCIES SOUGHT

INSTITUTION: _____

Relative importance

The six **fundamental** competencies are essential to the profile of the executive director of an institution of the health and social services network. Although they might be completed with **specific** competencies required by the board of directors of a given institution (see page 109 of this grid). Evaluate each of the following competencies according to the profile of the future executive director of your institution and determine their relative importance: **2 (very important)** , **1 (important)**, **0 (less important)**.

FUNDAMENTAL COMPETENCIES

6. Results centred management

Capacity to meet objectives and reach goals considering the expectations of the board of directors in accordance with the objectives of the institution, regional and national orientations, specific environmental restrictions and the available resources.

MANAGEMENT SKILLS

- Governmental and regional objectives regarding health and social services
- Optimizes management of human, material, financial and information resources
- Rendering of accounts procedures
- Work organization
- Strategic planning
- Operational planning skills
- Rigor in carrying out follow-ups and control
- Sense of responsibility

SUCCESS INDICATORS

- Identifies the results anticipated and sets up management indicators to assess the effectiveness and efficiency of the interventions performed;
- Establishes management mechanisms for continuous quality management;
- Optimizes management of human, material, information and technological resources through regular and rigorous monitoring and controls;
- Evaluates the administrative structures, programs, procedures, resources and services provided according to organizational objectives.

IDENTIFICATION GRID OF COMPETENCIES SOUGHT

INSTITUTION: _____

The following competencies are specific to the institution. They may help completing the fundamental competencies profile.

Relative importance

FUNDAMENTAL COMPETENCIES	MANAGEMENT SKILLS	SUCCESS INDICATORS
<p>1. Openness to change</p> <p>Capacity to adapt himself, to stimulate and operate changes in order to enable continuous adjustments of the institution to new requirements arising in an ever-changing context.</p>	<ul style="list-style-type: none"> • Openness to change • Adaptation capacity • Sensibility and empathy • Preventive approach • Pragmatic approach 	<ul style="list-style-type: none"> • Demonstrates a clear, constructive and realistic vision of coming changes and see to their incorporation; • Evaluates the impact of the changes and elaborates a transition plan; • Anticipates difficulties and possible opposition in order to facilitate the implantation of changes under successful conditions; • Ensure the continuity of the change process on the human, logistic, financial and political levels.
<p>2. Self-management</p> <p>Capacity to act with independence and self-confidence, to demonstrate emotional stability and stress management skills when under pressure while still keeping an open-minded attitude; Demonstrates the will to improve and consolidate personal competencies in order to provide added value to the institution.</p>	<ul style="list-style-type: none"> • Self confidence • Independence • Self-control and management of stress • Capacity of introspection • Integrity • Intellectual curiosity • Interest in professional and personal development 	<ul style="list-style-type: none"> • Sets for himself personal standards of excellence, objectively evaluates his contribution to the institution, is receptive to feed-back from others concerning himself and his actions; • Demonstrates curiosity, seeks to learn and remain at the forefront of new management trends; • Maintains a well-balanced lifestyle and controls his reactions and emotions under pressure and stressful conditions; • Develops personal and professional contact networks, considers them opportunities to consult, self-validate and deal with different ways of doing things.

IDENTIFICATION GRID OF COMPETENCIES SOUGHT

INSTITUTION: _____

The following competencies are specific to the institution. They may help completing the fundamental competencies profile.

Relative importance

FUNDAMENTAL COMPETENCIES	MANAGEMENT SKILLS	SUCCESS INDICATORS
<p>3. Entrepreneurship</p> <p>The ability to initiate and bring to fruition innovative projects in order to take on the challenges inherent in the institution and its network alliances.</p>	<ul style="list-style-type: none"> • Open minded • Creativity and innovation • Proactive approach • Action oriented • Dynamism • Seeks to meet challenges and extend personal limits 	<ul style="list-style-type: none"> • Encourages the creation of a culture open to questioning the status quo and traditional ways of doing things; • Establishes conditions in which creativity and the right to make mistakes (that are not to negligence nor carelessness) are favoured; • Questions established ways in order to do things better at a lower cost; • Brings innovative and stimulating projects to fruition
<p>4. Ambiguity and paradox management</p> <p>The ability to resolve complex problems, to act appropriately in unforeseen and sometimes seemingly confused situations, to be creative in seeking solutions to challenges the institution faces.</p>	<ul style="list-style-type: none"> • Flexibility and tolerance when facing ambiguity • Deep values • Tenacity • Problem solving skills • Diplomacy • Ability to manage conflicts of interest 	<ul style="list-style-type: none"> • Makes sure that he or she understands the complexity of situations and projects and clearly perceives the various underlying interests; • Identifies guidelines, give meaning to events in spite of apparent inconsistencies and paradoxes; • Shows diplomacy in resolving problems; • Identifies solutions taking into consideration the common and divergent interests in a "win-win" climate.

PROJECT FOR THE ORDER OF THE DAY

**first meeting
of the selection committee**

date, time, location

1. Presentation by the development agency of the recruitment, the selection and appointment procedures.
2. Preparation of the operating rules.
3. Appointment of the chairman of the selection committee.
4. Fill and sign the “ *Confidentiality commitment* ” form.
5. Elaboration of the Profile of the sought executive director (pre-qualification and selection criteria - competency profile).
6. Study of the actions to be taken, prequalification and selection procedures.
7. Evaluation of the possibility to retain the services of a specialized firm or organization.
8. Timetable and schedule of the selection committee's activities.
9. Miscellaneous business.

Confidentiality commitment

(to fill and sign during the first meeting of the selection committee)

We, members of the selection committee for the post of executive director of the, are formally declaring what follows:

1. In order to respect confidentiality in regard for the applicants, we take on a commitment to keep secret, not to communicate or to enable communication of information or documents to whomever, on whatever support, that might be forwarded to us or that we will take into account in the execution of our functions as members of the selection committee;
2. We also take on a commitment to make use of those documents and information for the sole purpose of our responsibilities as members of the selection committee;
3. The present contract has not for effect to:
 - to limit the responsibilities devolved to a member of the selection committee mandated by the board of directors, of the development agency or of the Minister;
 - to prevent the selection committee to conclude and agreement with a firm or a specialized organization for the selection of the applicants.

SIGNED AT _____

ON : _____

(Signature of the members of the selection committee)

N.B.: Form to be kept in the selection file

Schedule of the selection committee

Holding of the competition	Steps and activities	Accountant	Results expected	Schedule	Follow-up
1. Holding of the competition <ul style="list-style-type: none"> • Prequalification criteria. • Selection criteria. • Selection competition notice. 					
2. Prequalification <ul style="list-style-type: none"> • Reception of the applications. • Acknowledgement of receipt. • Analysis and assessment of candidacies. • Identification and convocation of eligible candidates. • Letters of thanks. 					
3. Selection <ul style="list-style-type: none"> • Tool selection. • Selection interviews. • Assessment of the selected persons. • Eligibility list. • Redaction and presentation of the recommendations. 					

Distribution list for the sectoral notices

1. Ministre Ministère de la Santé et des Services sociaux Mme Diane Durand
Télécopieur: (418) 266-8705
Diane Durand/MSSS/SSSS/Gouv.Qc@SSSS
2. Agence de développement de sa région Président-directeur général
3. Association des hôpitaux du Québec (AHQ) M. Raymond Paquin
Télécopieur: (514) 282-4289
rpaquin@ssss.gouv.qc.ca
4. Association des centres jeunesse du Québec (ACJQ) Mme Jocelyne Deguire-Rioux
Télécopieur: (514) 842-4834
Jocelyne Deguire-Rioux/ACJQ/SSSS/Gouv.Qc@SSSS
5. Association des CLSC et des CHSLD du Québec M. Yves Laliberté
Télécopieur: (514) 931-9577
assoc@clsc-chsld.qc.ca
6. Association des établissements privés conventionnés (A.E.P.C.) M. Daniel Doyon
Télécopieur : (514) 873-7063
d.doyon@aepc.qc.ca
7. Association des établissements de réadaptation en déficience physique du Québec (AERDPQ) Mme Francine Brosseau
Télécopieur : (514) 282-4280
francine.brosseau@ssss.gouv.qc.ca
8. Fédération québécoise des centres de réadaptation en déficience intellectuelle (FQCRDI) Mme France Pomerleau
Télécopieur : (450) 646-7072
francepomerleau@fqcrdi.qc.ca
9. Fédération québécoise des centres de réadaptation pour personnes alcooliques et autres toxicomanes (FQCRPAT) M. Yves Neveu
Télécopieur : (514) 287-9649
fqcrpat@fqcrpat.qc.ca
10. Association des directeurs généraux des services de santé et des services sociaux du Québec (ADGSSSQ) M. Michel Denis
Télécopieur: (514) 281-5054
adgsssq@cam.org
11. Association des cadres supérieurs de la santé et des services sociaux (ACSSSS) Mme Carole Trempe
Télécopieur: (450) 465-0444
cadres.superieurs@acssss.qc.ca
12. Association des gestionnaires des établissements de santé et de services sociaux Inc. (AGESSS) M. Réal Cloutier
Télécopieur: (450) 651-9750
direction@agesss.qc.ca
13. APER santé et services sociaux (APERSSS) M. Michel Legros
Télécopieur: (514) 521-7081
mlegros@aper.qc.ca

*a. 12, 2e al. C.T. 196313, 10 April 2001
revised on: 2004-01-13*

Example: Prequalification and selection criteria of the Centre Bonne Santé

Pre-qualification criteria

- University post graduated diploma in administration, combined with undergraduate training in health or human sciences. Relevant management experiences might compensate for the lack of post graduated diploma.
- Some fifteen years professional experiences, with at least five years in senior management positions.
- Thorough knowledge on the field of mental health project, particularly those related to disinstitutionalization, social reintegration and the community approach.
- Experience in construction and capital project management (\$10 to 15 millions) would be an important asset.
- Knowledge of the health and social services network.

Selection criteria

As a priority:

- Results centred management: *excellence of services, effectiveness and quality of management;*
- partnership and alliances network: *especially with the community organization;*
- leadership: *to rally the personnel around the development plan and make them fully accountable in attaining organizational objectives;*
- client focused orientation: *having a particular interest toward the specific clientele in the mental health field.*

But also:

- Strategic vision: *understanding of the issues, problems and needs of our institution;*
- entrepreneurship: *in order to foster creativity and initiatives;*
- ambiguity and paradox management: *in a context involving budget cuts and increasing burdens in mental health problems;*
- change management: *To facilitate the performance of the development plan and the capital projects as well as to foresee eventual opposition;*
- Interpersonnal and organizational communication skills: *inside the institution and in the community; Fluent in both French and English;*
- Self-management: *ability to manage stress, self-starter and open minded in regard to personal professional development.*

Model of the a selection competition notice

Executive director

The Centre Bonne Santé:

- is a hospital with a psychiatric vocation;
- is an internationally recognized research centre;
- has a clientele of more that 2000 users served by the institution, a day centre and ten supervised residences;
- provides services dispensed by a multi-professional team of over 2 500 employees;
- an institutions with an annual budget of 100 M \$.

OFFERED CHALLENGES involves

Repositioning the quality of services as the focal point of the institution's concerns; mobilizing all the internal and external partners to the clinical mission and the institution's development plan; ensuring the co-ordination, quality and efficiency of services; planning and managing the construction of a specialized service centre; promoting prevention and social reintegration for the beneficiaries.

PROFILE of the SOUGHT EXECUTIVE DIRECTOR

A solid expertise in change management, strategic vision and sensitivity to modifications in the needs of the environment, leadership which encourages participation and commitment to organizational objectives, being able to make decision, concern for effectiveness and a result focused management approach

REQUIREMENTS of the post

University post graduated diploma preferably in administration but relevant management experiences might compensate for the lack of post graduated diploma, combined with 5 years of management experiences. Knowledge on the field of mental health project and the redefinition of the mental health services would be appreciated. Experience in construction and capital project management would be an important asset.

Social benefits

Remuneration and social benefits according to the policies applicable to administrators in the health and social services network (class 25).

Persons interested may forward a C.V., describing their achievements and illustrating the competencies mastered, before 5 p.m. on. (*date/month/year*):

Chairman of the selection committee
Competition “executive director “
Le Centre Bonne Santé
Address

Note: The Centre bonne Santé ensures access to this post to anyone, without discrimination, wishing to apply. In case of equally qualified applicants, priority is given to senior administrators and officers in the health and social services.

Model of a letter: selection competition notice to the Minister

Date

Name
Ministre de la Santé et des Services sociaux
Gouvernement du Québec
1075, chemin Sainte-Foy, 15^e étage
Québec (Québec) G1S 2M1

Objet : présentation d'un avis de concours

Madame la Ministre ou Monsieur le Ministre,

J'ai le plaisir de vous présenter, en votre qualité de Ministre responsable de la *Loi sur les services de santé et les services sociaux*, l'avis de concours sectoriel pour le poste de directeur général du *Centre Bonne Santé*.

Veillez agréer, *Madame la Ministre ou Monsieur le Ministre*, l'expression de nos sentiments les meilleurs.

La présidente ou le président du conseil d'administration,

signature

Pièce jointe

c.c. Agence de développement

N.B. : The following letter should be forwarded in French, an English version may be available upon request.

Model of the an acknowledgement of receipt for the applicant

Date

Name

Address

Town (Province) postal code

Competition: post of executive director

Dear sir/madam,

We acknowledge receipt of your offer of services for the aforementioned post.

We are grateful for the interest you manifest toward our institution and we will contact you as soon as possible.

Yours faithfully,

Chairman of the selection committee,

signature

Evaluation grid of the candidacies

Num	Family and first name	Pre-qualification criteria				Decision		
		Formation	Management experience	Specific knowledge	Competencies	A	B	C

Model: Notice to attend an interview

Date

Name

Address

Town (Province) postal code

Subject: post of executive director

Dear sir/madam,

Following up your application for selection competition for the aforementioned post, we are pleased to invite you to attend an interview that will take place:

- Location: _____

- Day (date) _____
- Time: _____

(If pertinent) A written test that should last approximately one hour will precede the interview.

Sincerely yours,

Chairman of the selection committee,

signature

Model: of a letter for non-retained persons for the pre-qualification phase

Date

Name

Address

Town (Province) postal code

Subject : post of executive director

Dear Sir/Madam,

The present letter is to inform you that your offer of services has not been retained for the aforementioned post.

However, despite your experience and competencies, other persons corresponded more closely to the profile of the executive director sought.

We are grateful for the interest you manifest toward our institution.

Sincerely yours,

Chairman of the selection committee,

signature

NOTE: *This letter may be forwarded after the selection of the retained candidacies for the selection interview.*

Model of a questionnaire for the preinterview

Family and first name: _____

How do you perceive your role as the executive director of a hospital specializing in mental health?

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

- Factors evaluated:**
- Knowledge of the post.
 - Relations with the board of directors.
 - Knowledge of the mission or the vocation of the institution.
 - Links with internal and external partners.
 - Management approaches and philosophy.

Model of the interview questionnaire of the CENTRE BONNE SANTÉ

Applicant: _____ Date : _____

We have planned an interview of approximately one hour and have prepared several questions in order to cover all aspects of the post.

1. Briefly describe your career path, emphasizing your principal achievements and the competencies you have indicated.

Answer: _____

- Factors evaluated:**
- Self-management.
 - Interpersonal Communication skills.
 - Partnerships and network alliances.
 - Pertinence of achievements:
 - management of a construction site;
 - management of a centre dealing with mental health problems;
 - experience working with community organizations;
 - experience in a large institution.

2. What is your interest in our institution?

Answer: _____

- Factors evaluated:**
- Client focus.
 - Partnership and network alliances.
 - Change management
 - Coherence with career path.

3. What is your vision of social reintegration? Is it realistic? Under what conditions and how should it be performed ?

Answer:

.....

.....

.....

- Factors evaluated:**
- Adherence to the concept of social reintegration.
 - Realistic approach.
 - Strategic approach.
 - Result centred management.
 - Leadership

4. How would you successfully merge the CHSLD (residential long-term care centre) with CLSC taking into account the major differences in the activities and management methods of those two institutions?

Answer:

.....

.....

.....

- Factors evaluated:**
- Change management
 - Leadership
 - Result centred management

5. A given person is responsible for a heavily handicapped beneficiary, writes you a letter to complain about the poor care provided to this person under his protection. He accuses the personnel of negligence and lack of respect for the beneficiary's bodily security. He threatens the institution that he will take the matter to the local newspaper if the care provided to the beneficiary is not improved. What would you do ?

Answer:

.....

.....

.....

- Factors evaluated:**
- Client focus
 - Interpersonal and organizational communication skills
 - Self-management

6. You are attending a meeting of the management team. The managers are angry and confronts you with the contradictions in the system; cuts in housekeeping and care posts while, at the same time, money is being spent on renovating the roof, the demands related to the quality of care are increasing and budgets reduced. How would you reply?

Answer:

.....

.....

- Factors evaluated:**
- Ambiguity paradox management
 - Leadership

7. In the next few years we will be performing some major renovations. Have you had any similar experiences? What are the most important elements to monitor during the pacification and the realisation of the project.

Answer:

.....

.....

- Factors evaluated:**
- Valuable experience in construction/renovation
 - Result centred management
 - Client focus
 - Change management

8. Why should you be the one chosen among the applications received? What are personal aspects that you would like to improve in order to act properly as the executive director of our institution?

Answer:

.....

.....

- Factors evaluated:**
- Self-management (self-confidence and capacity for introspection)
 - Interpersonal communication skills (honesty and transparency)

9. What are your expectations in regard to the board of directors and its chairman?

Answer:
.....
.....

- Factors evaluated:**
- Partnership and network alliances
 - Leadership
 - Understanding of respective roles

10. We have a few minutes left, do you have any questions concerning the post, our institution or the selection procedures?

Answer:
.....
.....

- Factors evaluated:**
- Motivation for the post
 - Concerns about the post or the institution

Elaboration grid for a situation scenario

Context	Instruction	Knowledge and expected behaviour

EVALUATION GRID FOR APPLICANTS

INSTITUTION: _____

APPLICANT: _____

The six **fundamental** competencies are essential to the profile of the executive director of an institution of the health and social services network. Report the results of the identification grid in the first column than evaluate each of the following competencies according to the profile of the future executive director of your institution and determine their relative importance: **2** (well mastered), **1** (mastered) and **0** (not at all) and then multiply the results of the first two columns in order to establish the weighted rating.

FUNDAMENTAL COMPETENCIES

COMMENTS

1. Strategic vision

Ability to anticipate trends, read the environment, make projections for the future of the institution in relation to its environment as well as acting in order to come up to the expectation of the population served by the institution in the context of public management.

2. Partnership and network alliances

The ability to initiate and bring to fruition innovative and constructive relations based on collaboration with different groups inside or outside the institution enabling the emergence of common objectives in order to maximize the effectiveness of the action taken and the quality of the services provided in a “network” perspective.

Relative importance

Applicant

Weighted marks

FUNDAMENTAL COMPETENCIES	COMMENTS
<p>3. Client focus</p> <p>The ability to adapt practices and operating methods in order to offer services which focus on responding to the needs and expectations of the users, in accordance with the objectives of the institution, regional and national orientations, specific environmental restrictions and the available resources.</p>	
<p>4. Leadership</p> <p>Capacity of communicating a vision that encourages the commitment of all members of the institution around the strategic orientations and creating a proper ambience for those to be realized.</p>	

FUNDAMENTAL COMPETENCIES	COMMENTS
<p>5. Interpersonal and organizational communication skills</p> <p>Capacity to encourage profitable and meaningful discussions within the scope of internal and external communication in order to circulate information and share a common vision according to the diversity of interests.</p>	
<p>6. Results centred management</p> <p>Capacity to meet objectives and reach goals considering the expectations of the board of directors in accordance with the objectives of the institution, regional and national orientations, specific environmental restrictions and the available resources.</p>	
<p>Specific competencies required by the institution (See grid (page))</p>	

Comparative evaluation sheet of the applicants

Competencies	Names of the applicants			
1. Strategic vision				
2. Partnership and network alliances				
3. Client focus				
4. Leadership				
5. Interpersonal and organizational communication skills				
6. Results centred management				
7. (others)				
Total				

For each of the competencies sought by your institution, enter the ratings obtained for every applicant.

Consent to disclosure form

(to be filled after the selection interview)

I hereby agree that the personal information I have provided or which will be provided to the selection committee on my behalf shall be placed in a file to support my application for the post of executive director of *(name of the institution)*.

I therefore authorize the selection committee to contact the persons mentioned on the rear side of this form to confirm my service records and to ask them for an appraisal of my performance.

In order to protect access to this personal information. I have been informed that my file will be kept in a locked cabinet and that it will be destroyed at the end of the selection competition unless my application is retained, in which case this information shall be placed in my personal and confidential file.

date

signature

References grid

Applicant: _____ By: _____

Date: _____

Specific points to be verified:

Example:

- Employment history
- General and specific experiences
- Distinctive competencies
- Principal achievement
- Management attitude and conduct

- _____
- _____
- _____
- _____
- _____

Persons contacted: _____ Tel.: _____

_____ Tel.: _____

_____ Tel.: _____

Information gathered: _____

Summary of the references: Excellent

Good

Reticent

Use rear side if necessary

R EPORT of the MINISTER AND OF THE DEVELOPMENT AGENCY REPRESENTATIVES OF THE
ON SELECTION PROCEDURES OF AN EXECUTIVE DIRECTOR

Institution(s): _____

Representative of the Minister: _____

Representative of the development agency: _____

Forwarded to the chairman-executive
director of the Development agency on: ⁽¹⁾ _____

⁽¹⁾ As soon as it is completed, a copy of this report must be transmitted to
the chairman and executive director of the local development agency
and to:

Ministère de la Santé et des Services Sociaux
Direction du personnel d'encadrement
1020, route de l'Église, 8^{ème} étage
Sainte-Foy (Québec) G1V 3V9

Ministère de la Santé et des Services Sociaux
June 2004

Selection procedure: Principal steps

STEP	DELAY	ACCOUNTANTS	CONFORMITY
<ul style="list-style-type: none"> Request for the authorization to proceed with the opening of the selection competition (section. 8) ⁽¹⁾ 	60 days from the moment the post became vacant	Employer	Date of the departure of the preceding executive director: _____ Date on which the authorization for the opening of the post has been requested: _____
<ul style="list-style-type: none"> Authorization 		Minister	Date on which the authorization as been received: _____
<ul style="list-style-type: none"> Formation of the selection committee composed of 5 members (section.10): <ul style="list-style-type: none"> 3 persons, among which at least one is not working for the institution or the health and social services network, appointed by le board of directors 1 person appointed by the development agency 1 person appointed by the Minister <p>N.B. All members of the selection committee must attend the meeting in order to proceed with the prequalification phase, the selection and when drawing up the eligibility list.</p>		Board of directors	By the board of directors: _____ _____ _____ By the development agency: _____ _____ _____ By the Minister: _____

⁽¹⁾ By-law on remuneration and social benefits according to the policies applicable to administrators in the health and social services network decreed by resolution 1217-96 on September 25th 1996.

STEP	DELAY	ACCOUNTANT	CONFORMITY
<ul style="list-style-type: none"> Elaboration of the competency profile of the executive director <p><i>All the members of the selection committee must participate in the elaboration of the competency profile</i></p>	<p>60 days from the moment the post became vacant</p>	<p>Selection committee</p>	<p>Participation of all members to the elaboration of the profile and the competency profile:</p> <p>yes <input type="checkbox"/> no <input type="checkbox"/></p>
<ul style="list-style-type: none"> Holding of the competition <p>Sectoral notice in writing of the holding of the a competition in order to proceed with the appointment of an executive director</p> <ul style="list-style-type: none"> - to the Minister - to the development agency - to employers and senior administrators and officers of the network associations <p>N.B. The sectoral notice must provide a registration period of at least 25 days from the date of its publication.</p>	<p>At least 30 days prior to the first meeting of the selection committee</p>	<p>Board of directors</p>	<p>Date on which it was sent:</p> <p>_____</p> <p>to the Minister:</p> <p>_____</p> <p>to the development agency</p> <p>_____</p> <p>to the employers and senior administrators and offices of the network associations:</p> <p>_____</p> <p>Registration period:</p> <p>_____</p>

STEP	DELAY	ACCOUNTANTS	CONFORMITY
<ul style="list-style-type: none"> Holding of the competition Public notice in writing of the holding of the competition in order to proceed with the appointment of an executive director <ul style="list-style-type: none"> - by publishing in two newspapers of which one has a regional circulation and the other one throughout the province of Quebec N.B. The public notice must provide a registration period of at least 15 days from the date of its publication. 	<p>Publication and circulation at least 20 days prior to the first meeting of the selection committee</p>	<p>Board of directors</p>	<p>Publication: Regional newspaper: (name and date) _____ Provincial newspaper: (name and date) _____ Registration period: _____</p>
<ul style="list-style-type: none"> Registration period 	<p>The candidacies are not accepted if received after the registration period</p>	<p>Selection committee</p>	<p>Respected delay: yes <input type="checkbox"/> no <input type="checkbox"/></p>
<ul style="list-style-type: none"> Pre-qualification N.B. In order to ensure confidentiality, only members of the selection committee must be acquainted with the candidacies. Although, when a firm of experts is mandated to help out the committee with the selection procedures, the selection experts consult the candidacy's files. 		<p>committee Selection committee</p>	<p>Date of the first meeting of the selection committee: _____ Presence of all members for the pre-qualification phase: yes <input type="checkbox"/> no <input type="checkbox"/> Only members of the selection committee and selection experts have consulted the candidacy's files: yes <input type="checkbox"/> no <input type="checkbox"/></p>

STEP	DELAY	ACCOUNTANTS	CONFORMITY
<ul style="list-style-type: none"> • Selection: convocation to attend an interview for the retained applicants for the pre-qualification (section. 14) 	<p>A period of at least 7 days must be provided between the pre-qualification phase and the selection interviews.</p>	<p>Selection committee</p>	<p>Date on which selection interviews started: _____</p> <p>Delay respected: yes <input type="checkbox"/> no <input type="checkbox"/></p> <p>Presence of all members: yes <input type="checkbox"/> no <input type="checkbox"/></p>
<ul style="list-style-type: none"> • Selection: Assessment of the competencies by a firm or specialized organization 		<p>Selection committee</p>	<p>Was this step realized? yes <input type="checkbox"/> no <input type="checkbox"/></p> <p>Firm or organism chosen for the evaluation: _____</p>
<ul style="list-style-type: none"> • Selection: References 		<p>Selection committee</p>	<p>Was this step realized? yes <input type="checkbox"/> no <input type="checkbox"/></p> <p>Member(s) of the committee, firm or organism chosen to check the references: _____</p>
<ul style="list-style-type: none"> • Drawing up the eligibility list Note: Decision must be made by at least 3 members of the selection committee. A member may register a minority decision and report it to the board of directors (section. 15) • Transmission of the Eligibility list and the recommendations of the selection committee to the board of directors for a decision to be made (section. 15) 		<p>Selection committee</p>	<p>Presence of all members: yes <input type="checkbox"/> no <input type="checkbox"/></p> <p>(PLEASE, check)</p> <p>Unanimous decision: _____</p> <p>Majoritary decision: _____</p> <p>Minority decision: _____</p> <p>or</p> <p>none of the applicant were eligible: _____</p>

PERSON(S) RECOMMENDED BY THE SELECTION COMMITTEE:

ASSESSMENT OF THE QUALITY AND RESPECT FOR RULES AND PROCEDURES PRECRIBED:

Representative of the Minister

(date)

Representative of the development agency

(date)

Model: Eligibility list

Post of executive director

Date: _____

Name of the institution (region): _____

Address: _____

Salary: _____

Eligibility list of applicants for the post of executive director (institution and region) aforementioned. **(is the list in order of priority).** ⁽¹⁾

Family and first name *(in printed letters)*

Address

_____	_____
_____	_____
_____	_____
_____	_____

Members of the selection committee

mandated by ✓ ⁽²⁾

Family and first name	Signature	D.M. ⁽³⁾ directors	Board of	A.D.	Minister
1. _____	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. _____	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. _____	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. _____	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. _____	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

⁽¹⁾ The MSSS suggests that only one name should be on the eligibility list.

⁽²⁾ Encircle the box in front of the chairman of the selection committee's name.

⁽³⁾ In case of a minority decision, please state your position and annex it to this form.

Model of a letter to ask for advice from the development agency

Date

For the chairman an executive director of the development agency

Address

Town (Province) Postal code

Subject: Appointment of the executive director

Mr or Mrs. chairman an executive director,

Following the selection competition for the post of executive director of our institution, the board of directors as retained according to the recommendations of the selection committee Mr. Mrs. _____ to be appointed as executive director of our institution.

Before the board of directors proceeds with the appointment of Mr. or Mrs _____ in accordance with section 193 of the laws respecting health and social services (R.S.Q., chapter S-4.2), we would like to be provided with advice from the development agency regarding the appointment.

You will find enclosed in annex, a copy of the selection competition notice, the curriculum vitae of Mr. Mrs. _____ and the recommendations of the committee.

We are available to provide you with any documents or information regarding the holding of the selection competition.

Yours faithfully,

Chairman of the board of directors

Signature

Model of the extract from the minutes of a special meeting of the board of directors concerning appointment of an executive director

Extract from the minutes of the special meeting of the board of directors of the *Centre Bonne Santé*, held on _____, at 0 h, until _____
date *address*

Appointment of the executive director

A motion was proposed, duly seconded and unanimously resolved to appoint (Mrs. or Mr. _____) as executive director of the *Centre Bonne Santé*.

Since the engagement of this person is conditional on signing of the engagement contract, a motion was proposed and unanimously adopted that two members of the board of directors shall be delegated to prepare, negotiate and sign the engagement contract with the person appointed to the post of executive director of our institution.

Chairman of the board of directors,

signature

Certified true copy

Secretary of the board of directors

Model of a letter to notify in writing the Minister (appointment)

Date

Name

Ministre de la Santé et des Services sociaux

Gouvernement du Québec

1075, chemin Sainte-Foy, 15^e étage

Québec (Québec) G1S 2M1

Objet : **Résolution sur la nomination du directeur général
du Centre Bonne Santé**

Madame la ministre ou Monsieur le ministre,

Vous trouverez ci-joint l'extrait de procès-verbal de la réunion du conseil d'administration faisant état de la résolution relative à la nomination de notre directrice générale ou de notre directeur général.

En vous remerciant de la collaboration qui nous a été offerte, nous vous prions d'accepter, *Madame la ministre ou Monsieur le ministre,* nos sentiments distingués.

La présidente ou le président du conseil d'administration,

Signature

Pièces jointes (2)

c.c. PDG de l'Agence de développement
Direction du personnel d'encadrement, MSSS

N.B. : The following letter should be forwarded in French, an English version may be available upon request.

**Model of a letter for the persons that were selected but not retained
(by the selection committee or the board of directors)**

Date

Name

Address

Town (Quebec) postal code

Subject: post of executive director

Dear Sir/Madam,

We would like to thank you for having submitted your application for the aforementioned post.

However, we must inform you that, despite your experience and competencies, your application has not been retained. We carefully evaluated your profile during the selection interview and, even if it was certainly of interest, another person corresponded more closely to the profile of the sought executive director.

We are grateful for the interest you manifest toward our institution.

Sincerely yours,

Chairman of the selection committee,

Signature

NOTE: *This letter must be sent after the signing of the engagement contract of the recruited person for the post of executive director.*

Evaluation grid of the guide

(To forward to the development agency)

Structure of the guide

	Totally satisfied	Satisfied	Dissatisfied	Totally dissatisfied
• the diagrams were precise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• the questions were useful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• the approach proposed was pertinent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• the approach proposed was clear	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• the advice was clear	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments and suggestions: _____

Format of the guide

	Totally satisfied	Satisfied	Dissatisfied	Totally dissatisfied
• the guide was easy to use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• organization of the material was logical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• references and appendixes were easy to find	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments and suggestions: _____

Representative of the Development agency

	Totally satisfied	Satisfied	Dissatisfied	Totally dissatisfied
• facilitated the process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• presented the material	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• clarified the legal obligations and restrictions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• provided prudent advice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• answered your questions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• acted rapidly and diligently	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• listened to the concerns of the members of the committee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments and suggestions: _____


Signature of the chairman of the board of directors _____



Division 4

Description of the post of the executive director

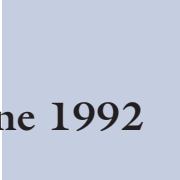




The description of the post of the executive director is based on the description of typical administrative administration post.



Health and social services network
Department of Health and Social Services



June 1992

Description of the functions

Executive director reporting to the board of directors

■ Summary

Under the authority of the board of directors, assumes responsibility for achievements regarding the mission and objectives of the institution.

In order to provide the clientele with quality, effective and efficient services, plans, organizes, co-ordinates and evaluates the use of institution's human, financial, material and information resources. Ensures the coherent integration of clinical and service dimensions, administrative dimensions and operational dimensions within the institution.

Seeks and fosters participation and complementarity with partners within and outside the network. Represents the institution in dealings with various external bodies.

■ Management responsibilities

Under the authority of the board of directors is responsible for the administration and operation of all institution(s) administrated by the board of directors. According to the requirements of the Act and the different characteristics of the institution(s), assumes the following management responsibilities:

A. Management of the organisation

- Sees to the execution of the decisions of the board of directors and ensures that all information that may be required or that is necessary for the board to assume its responsibilities is forwarded.
- Specifies the institution's mission in collaboration and cooperation with the concerned instances and organisms and insures its implement.
- Defines the management philosophy and values of the institution according to the needs of the clientele and in collaboration with the authorities and organisation concerned and ensures they are implemented.
- Draws up the orientations, objectives, priorities, strategies and plans of action for the institution, together with the authorities concerned and ensures they are performed and evaluated.
- Encourages continuity and complementarity of the services provided by the institution with those offered by other institutions and other resources in the region.
- Prepares the administrative, professional and specific organisation plan for the institution and submits it to the board of directors.
- Prepares the annual activity report for the institution and submits it to the board of directors. Organizes, with the members of the board of directors concerned, the annual public meeting.
- Prepares the meeting of the board of directors and sits as a member of this board.
- ensures that the institution can pass the regulation necessary to conduct its business and exercise its responsibilities while respecting to governmental regulation when it is in the institution's jurisdiction.
- Signs contracts authorized by the board of directors on behalf of the institution.
- Ensures that each director defines the role, objective and priorities of his or her department.
- Ensure the instauration of norms, systems, management policies and programs of the institution are prepared, applied and up-dated.

- Effectively and efficiently manages the human, material, financial and information resources of the institution, while respecting the values of the organization in order to ensure quality services in accordance with the pertinent laws and norms and take the appropriate measures.
- Ensures that clinical activities carried out in the centre are coordinated and supervised.
- Evaluates the services provided by the institution, in terms of their pertinence, quality and effectiveness, taking into account the analysis of needs and resources available.
- Ensure that the laws, code, standards, procedures, individual and group contracts, regulation and directives are respected.
- See to the application of all of the institution's programs, such as quality assessment, risk management, occupational health and safety, quality of the working environment, emergency plan..
- See to the negotiation and application of agreements with other institution or organization concerning contracts for services, research, teaching, etc.
- In the event of an emergency, suspends the privileges of a physician or a dentist or the status of a pharmacist carrying out his professional duties in the centre, in case of a lack of action taken by the director of professional services, the chairman of the physician's, dentist's or pharmacist's councils or the head of the clinical department concerned.
- Ensures the preparation and follow-up of files in order to meet standards of registration and certification standards required by recognized organization.
- Ensures and coordinates representation by the executive director for the institution both inside and outside the organization.
- Fosters the smooth operation of the user's committee and informs users in writing of the existence of such a committee.
- Sees to the preparation, application and up-dating of the administrative personnel on call system for the institution, if applicable.
- Ensures that the integration and coordination mechanisms necessary in order to provide quality services and management of resources available.
- Forward information required by the various provincial and regional authorities and advocates files and projects with such authorities.
- Provides linkage with the institution's foundation, if applicable.

B. Management of clientele services

- Introduces a continuous service planning procedure based on an evaluation of the needs of the clientele, ensuring complementarity with services provided by other institutions.
- Elaborates strategies to maintain, develop or abandon services.
- Ensures elaboration and performance of activity programs.
- Ensures the establishment of mechanism to evaluate the pertinence, quality and effectiveness of services or care provided and the satisfaction of the clientele.
- Prepares and forwards to the board of directors the complaint examination procedure formulated by users, designates the senior officer responsible for its application and submits his designation to the board of directors for approval.
- Assumes himself, or designates a person to assume the obligations provided in the Civil Code and the Public Curator Act in regard to protective supervision of persons who are incapacitated and mandates given by persons in the event they become incapacitated.

C. Human resource management

- Sees to the preparation, application and revision of organisational plan structures.
- Sees to the preparation, up-dating and approval of job descriptions for the post offered in the institution.
- Selects and hires management and other members of the personnel of the institution, according to established procedures.
- Sees to reception, participation, motivation, enrichment, skill maintenance and development of human resources.

⁽¹⁾ *The executive director appoints officers and recommends senior managers to the board of directors.*

- Sees to the elaboration, application, up-dating and circulation of a code of ethics indicating user's rights and the practices and conduct expected from all the personnel of the institution toward the users.
- Prepares, in collaboration with the employee of the institution and, if applicable, the unions of which they are members, prepares also an annual plan of action for personnel development.
- Sees to the elaboration, implementation and follow-up of the assessment procedures for staff management.
- Assesses the performance of personnel who report under his direct authority.
- Sees that mechanisms are introduced to foster employer-union relations within the institution, when applicable.
- Sees to the negotiation and application of local agreements.
- Advises management personnel in the institution and provides them with support they require to exercise their duties.
- Works with the development agency in elaborating regional human resource development plan.

D. Financial resource management

- Prepares the institution's budget estimates whit the persons concerned, submits them to the board of directors and sees to the execution of expenditures in accordance with the institution's operating budget and the decisions of the board.
- Administers the institution's budget according to the priority of the needs while respecting pertinent laws, regulations and directives.
- Identifies strategies and corrective measures to enable the budget to be balanced, when applicable.
- When applicable, forwards to heads of clinical departments, the head of the medical service or the financial consequences of the activities of physicians, dentists and pharmacists in their department or service, depending of the case at hand.

E. Physical resource management

- Sees to the planning of the needs of the institution for equipment, furniture and supplies and ensures they are purchased, used, tuned up and replaced.
- Sees to the planning of specialized medical equipment purchased in order to develop or replace the ones in place.
- Manages the physical spaces in the institution according to needs and priorities.
- Sees to the enforcement and operation of management and control systems to preserve and use properly the institution's physical resources.
- Acts for an on the behalf of the board of directors during construction, renovation or capital leasing projects, while respecting laws and regulation.

F. Information resource management

- Sees to the development, application and up-dating of clinical and management of information systems in the institution.
- Sees to the preparation, application and follow-up of the internal and external communication plans of the institution and whit the authorities concerned.
- Ensures that the information circulates properly within the institution.

Personal, interpersonal and administrative characteristics applicable to the post of executive director

A. Personal characteristics

1. **Energy**
Amount of energy available to an individual and the level of competency and productivity.
2. **Tenacity**
Ability to maintain a constant interest and effort in pursuing objectives.
3. **Tolerance in regard to ambiguity**
Ability to operate adequately in a context or in situations in which the rules are not set out in advance or clearly defined and in which ideas, issues and relationships are somewhat divergent and uncertain.
4. **Flexibility and ability to adjust**
Ability to receive new data, harmonises personal needs with the requirements of the environment and the situation.
5. **Working in stressful situations**
Ability to function properly in a working environment that implies difficulties, tensions, frustration and pressure.

B. Interpersonal relationships

6. **Interpersonal communication**
Ability to create and maintain interpersonal contacts which foster a good collaborative spirit.
7. **Public relations**
Ability to represent the institution on all formal occasions and to interact with peers and persons outside the institution.
8. **Leadership**
Ability to influence internal and external interlocutors through personal knowledge, know-how and achievements and to define relations with the personnel.

9. **Conflict management**
Ability to recognise conflictual situations, deal with them and manage them within a solution oriented perspective.
10. **Management under adversity**
Ability to deal with altercation or confrontation while pursuing achievement regarding established objectives.

C. Administrative characteristics

11. **Strategic management**
Ability to define orientations, actions and decisions for the institution and to adapt management style and global vision according to the internal and external environment and the various issues and objectives to be attained within the development agency.
12. **Analysis and synthesis**
Ability to identify and relate elements in a situation, then to remove and merge the essential components to form a logical and homogenous whole.
13. **Sense of planning**
Ability to identify the final goal of an activity, establish priorities and set objectives to be attained in short, medium and long term.
14. **Sense of organization**
Ability to structure and undertake individual or group activities, to determine the conditions for use made of the resources available and coordinating all the elements according to the objectives.

D. Administration

15. **Management of group operations**
Ability to promote direct cooperation between members of a group, to mobilize their energies, inciting commitment and guiding them toward achievements regarding the established objectives.
16. **Ability to delegate**
Ability to distribute and assign responsibilities among the personnel taking their respective abilities into account.

17. Control

Ability to evaluate results related to the established objectives and to suggest the appropriate corrective measures.

18. Decision-making abilities

Ability to make a conscious and responsible choice between several alternatives or solutions within a reasonable period and to take action while taking into account the objectives and the reading of the internal and external environment.


19. Information management

Ability to receive and seek internal and external information in order to understand the organization and environment and to transmit the pertinent information to the personnel and practitioners in the concerned establishment or other institutions of the network.



Division 5

**Model of an engagement contract
as proposed by the MSSS**



**Model of a engagement
contract for the executive
director of a health and
social services public institution**



as proposed by



**Le Ministère de la Santé et des
Services Sociaux du Québec**



February 2007

Engagement contract:

BETWEEN:

_____, a body corporate, having its head office at _____ in _____, itself represented by its President Mr. _____, duly authorized by resolution of the board of directors on _____ 200____, a copy of which is appended herein _____ hereinafter referred to as “THE INSTITUTION” OF THE FIRST PART

AND:

Mr. _____, domiciled and residing at _____ in _____, Province of Québec _____ hereinafter referred to as “THE EXECUTIVE DIRECTOR” OF THE SECOND PART

Whereas the institution has obtained the authorization of the president and chief executive officer of the Agency _____ Mr. _____ regarding the agreement contract herein and in conformity with section 19.1 of the Regulation respecting certain Terms of Employment applicable to senior administrators of agency and of public health and social services institutions made by Order-in-Council 1217-96 dated September 25, 1996;

Conformément aux dispositions de la Loi sur les services de santé et les services sociaux (L.R.Q., c. S-4.2) and the regulation made by Order-in-Council 1217-96 concerning the terms of employment applicable to senior administrators, the parties agree as follows:

1. SUBJECT

The board of directors appoints _____ to act under its authority, as Executive Director of the institution, in conformity with resolution number _____ adopted on _____.

2. DUTIES OF THE EXECUTIVE DIRECTOR

The duties of the executive director are those provided by the Act and its regulations and specified by the institution's organizational plan.

Under the authority of the board of directors, he is responsible for the administration and operation of the institution.

Annually, the board of directors adopts the schedule of the executive director. This schedule describes the objectives and results expected and the timetables. This plan, taking into account the management agreements, will be used in assessing the annual performance of the executive director.

3. TERM OF THE CONTRAT

This agreement takes force on _____ and ends on _____, subject to the provisions contained herein.

4. REMUNERATION AND SOCIAL BENEFITS

The remuneration of the executive director includes salary, employer contributions to pension and insurance plans and other contributions if applicable.

A) Salary

The salary of the executive director, on signing of the present contract, is set to _____ in salary classification _____ of the remuneration system for senior administrator in the health and social services network.

This salary is revised annually by the board of directors if the regulation in force provides so.

This revision involves, when applicable:

- an increase following the adjustment of the salary classification for of the post of executive director and,
- a bonus for satisfying performance.

B) Performance Premium

The modalities instituted by the Minister concerning performance premiums apply to the executive director.

C) Retirement benefits

The executive director participates in the pension plan provided for senior administrators in the health and social services.

D) Parental rights

The executive director benefits from the parental rights plan for senior administrators in the health and social services.

E) Public holidays

The executive director benefits from the public holiday plan in force in the institution.

F) Annual vacations

The executive director is entitled to ____ weeks of vacation per year.

If it is impossible for the executive director to take all his or her days of annual holidays during the year, the executive director may postpone the said days of holiday for a later period authorized by the chairman of the board of directors. Unless the board of directors provides special authorization, the days of holiday postponed in this manner cannot exceed the number of annual weeks of vacation provided in this article.

With the authorization of the chairman of the board of directors, the executive director may, in addition, benefit from the days of vacation to which he will be entitled during the next year.

G) Deferred salary leaves plan

The executive director benefits from the deferred salary leave plan provided for senior administrators in the health and social services.

H) Group Insurance

The executive director benefits from the group insurance plan provided for senior administrators in the health and social services sector.

I) Other conditions of employment

All other conditions of employment that apply to senior administrators in the health and social services sector that are not provided for in this contract but provided for in the regulation is considered an integral part of this contract.

5. MOVING EXPENSES

The institution shall reimburse the executive director for expenses directly related to the necessary change of domicile, in accordance with section 3 of chapter 2 of the regulation made by Order-in-Council 1217-96 concerning the terms of employment applicable to senior administrators and rules regarding relocation adopted by virtue of the Financial Administration Act (R.S.Q., C. A-6).

6. EXPENSES INCURRED ON THE BEHALF OF THE INSTITUTION

The executive director is entitled to be reimbursed by the institution for all expenses incurred on behalf of the institution on the conditions and within the limitations provided for by the board of directors.

7. LIABILITY INSURANCE AND LOSS OR DESTRUCTION OF PERSONAL BELONGINGS

The institutions agrees to protect the executive director in regard to acts or omissions posed in exercising his duties, acts or omissions for which he may be called on to answer, by civil-liability insurance in the minimum amount of one million dollars per claim. If such an insurance policy is not taken out or if the insurance company refuses or neglects to assume the claim or defence, the institution shall then take up the defence for executive director and agree to make no claim in this regard.

If the executive director is victim to material damage caused to his belongings and related directly to his duties, the institution shall see to the appropriate indemnity as quickly as possible. For this purpose, the executive director shall advise the board of directors, no later than 30 days following the event.

8. DEVELOPMENT, TRAINING AND IMPROVEMENT

The executive director elaborates an annual development plan and submits it to the board of directors for approbation.

In the interest of the institution, the executive director agrees to participate in development, training and improvement activities when he considers them useful and with the agreement of the chairman of the board of directors. The institution agrees to grant him all facilities required, among others, by assuming the cost of these activities, introductory courses or training sessions as well as retraining and resourcing, conferences, conventions and seminars. The executive director may also participate in various activities in the health and social services network in so far as they have a direct or indirect relation to his duties.

9. TERMINATION OF EMPLOYMENT

This agreement shall expire following the term stipulated in section 3 of the present contract, subject, however, to the following provisions:

A) Resignation

Unless there has been an agreement between the employer and the executive director for an other period, the executive director may resign from his position by noticing in writing his intentions to the board of directors 60 days in advance. The Executive Director shall then be entitled to receive severance compensation in accordance with the terms and conditions set out under articles 135 to 141 of the regulation enacted by Order in Council 1217-96. Should the executive director pass away before having received full compensation, the remaining balance shall be paid out to the heirs at law of the executive director provided that the latter did not elect to transfer severance compensation into paid leave.

B) Dismissal, non-renewal, termination of employment

The decision to dismiss an executive director, not to renew his contract or to terminate his engagement shall be made by the board of directors, by a resolution adopted by the affirmative vote of at least two thirds of its members and respecting the methods provided for in the Act and its by-laws. In the case of non-renewal or termination of employment, the executive director shall receive a 90-day notice as set out in article 132 of the regulation enacted by Order in Council 1217-96. He shall then be entitled to receive severance compensation in accordance with the terms and conditions set out under articles 134 to 141 of the aforementioned regulation. Should the executive director pass away before having received full compensation, the remaining balance shall be paid out to the heirs at law of the executive director provided that the latter did not elect to transfer severance compensation into paid leave.

C) Abolition of a post

The board of directors shall advise the executive director, in writing, at least 120 days in advance, that it intends to abolish his position.

D) Failure to advise

The failure to forward one of the notices, prescribed by this contract or the regulation, to the executive director at the proper time cannot prejudice him and it shall be valid to claim his salary, bonuses and all benefits involved in his job as if he was employed by the institution.

10. RECOGNITION OF PREVIOUS SERVICES

As of the date of signing of this contract, for the purposes of the application of the law enacted by decree 1217-96 accordingly to the working conditions applicable to executive directors _____ years of continuous service for one or more employers in the public or parapublic sector as manager or senior administrator.

11. EVALUATION

Unless physically incapacitated of doing so, the executive director shall advise the board of directors, in writing, that he shall take a position on the renewal of his engagement contract no later than 180 days before the expiration of the contract.

The board of directors shall advise the executive director of its decision, at least 90 days prior to the end of his engagement contract.

Failure to do so and to inform the executive director within the aforementioned period, the contract shall be renewed for a term of the same period provided in the present contract.

12. EVALUATION

The annual performance evaluation of the executive director is assumed by a committee of the board of directors composed of three of its members chosen from outside the members of the personnel and the professionals who work in the institution, which shall submit a verbal report to the board of directors, the pertinent facts being the confidential property of the committee.

The committee and the executive director sign a confidential evaluation report copy of which is forwarded only to the executive director.

Evaluation criteria are determined from time to time by the board of directors and the executive director. They take into account the duties provided in section 2 of the present contract and the specific objectives upon which the parties have agreed for the duration of the period under evaluation.

13. ORGANIZATIONAL AND STRUCTURAL MODIFICATIONS OR DEVELOPMENTS IN THE INSTITUTION

In the event organizational and structural modifications or development are made in the institution, the institution agrees to respect, if they apply, the procedures provided for in the regulation in force at the time on which such modifications or developments are carried out.

14. EXPENSES INVOLVED IN SEEKING NEW EMPLOYMENT

In all cases provided for by sections 134 and thereafter by the regulation made by Order-in-Council 1217-96, the institution agrees to pay for the executive director or to reimburse, on presentation of vouchers to the chairman of the board for approval, a maximum amount of \$8,000 to enable him to obtain professional assistance to facilitate searching and obtaining a new employer, including training directly related to a career reorientation. These services are in line with those provided for under the regulation made by Order-in-Council 1217-96 concerning reinstatement senior administrators.

Upon request of the executive director, part of this sum may be used to cover expenses necessary to take courses in order to achieve the same goal.

15. RECOURSE

Should there be any dispute as to the interpretation or application of any clause contained herein, the parties agree to apply, *mutatis mutandis*, the recourse procedure provided under the regulation enacted by Order-in-Council 1217-96 concerning the terms of employment applicable to senior administrators.

16. ANNEXES

All annexes herein agreed upon by the parties shall be considered as an integral part of this contract.

17. AGREEMENTS

All agreements not provided for in the present contract, or according to section 16, shall be considered null and void.

IN WITNESS WHERE OF, the parties have signed this contract at _____ ,
on _____ the day of the month _____ 20____ .

Executive director


Chairman of the board of directors



Division 6

**Legislative and
regulatory provisions**





The following division applies to the selection, appointment and engagement of the executive director of a public institution.

1.0 Opening of the selection competition

By-Law ⁽¹⁾

8. Unless otherwise provided for in this Regulation, the appointment of an executive director of a regional board⁽²⁾ or of a public institution shall be made following a selection competition and upon the recommendations of a selection committee.

Except for the cases provided for in the second paragraph of section 6 and in section 16, the Minister's authorization must be obtained in order to open the selection competition for the position of executive director of a regional board or of a public institution. The authorization shall be requested by the employer no later than 60 days from the date on which the position actually becomes vacant.

9. The board of directors of a new public institution shall appoint an executive director within 6 months of taking office.

10. In the case of a regional board,⁽²⁾ the selection committee shall be composed of 5 members, 3 of whom shall be designated by the board of directors and 2 by the Minister.

In case of a public institution, the selection committee shall be composed of 5 members. Of these 5 members, 3 shall be designated by the board of directors with at least 1 of them not being employed by the institution in the health and social services sector; 1 shall be designated by the regional board⁽²⁾ and 1 by the Minister.

All members of the selection committee shall be present for the pre-selection, selection and drawing-up of the eligibility list.

Law ⁽³⁾

Councils and committee

181. The board of directors may, by by-law, establish the councils and committees necessary for the pursuit of its objects and determine their composition, functions, powers and duties, and the rules governing the administration of their affairs and their internal management.

The board of directors may delegate its powers to any council or committee, except those powers which the board of directors may exercise only by by-law.

⁽¹⁾ *By-law enacted by decree 1217-96 according to the working conditions applicable to executive directors on September 25th 1996 and modified by decree 243-97 on February 26th 1997 and 925-97 on July 9th 1997 and by C.T. 193820 on September 21st 1999, 194783 on May 8th 2000 and 196313 on April 19th 2001.*

⁽²⁾ *Since January 30th 2004, development agency replaces the regional board (2003, Chapter. 21).*

⁽³⁾ *Law respecting health and social services (R.S.Q., chapter S-4.2).*

2.0 The holding of the of the selection competition

By-law

12. The board of directors of a regional board⁽¹⁾ or a public institution shall give written sectoral and public notice of the holding of a competition for the appointment of an executive director.

The sectoral notice shall be forwarded to the Minister, to the Conférence des régies régionale de la santé et des services sociaux⁽²⁾, the employer's associations and to the associations of senior administrators and officers in the sector, who shall circulate it, at least 30 days prior to the competition shall provide for a registration period of at least 25 days from the date it is sent out.

The public notice shall be published in a newspaper distributed in the region served by the regional board⁽²⁾ or in the region in which the institution is situated, as the case may be, and in a newspaper distributed throughout Quebec. The notice must be published at least 20 days prior to the date of the first sitting of the selection committee. It must provide for a registration period of at least 15 days from the date of it is sent out.

13. In a case of equivalent competency, a senior administrator or officer employed by a regional board⁽¹⁾, public institution or private institution referred to in section 475 of the Act, by an association of senior administrators or officers of the sector, by an employer's association or by the Ministère de la Santé et des Services sociaux, shall have hiring priority over other candidates in a competition to obtain a position of executive director. The sectoral notice and public notice mentioned in section 12 must contain a statement of that fact.

3.0 Selection

By-law

14. The selection committee shall call for an interview the persons whose application is accepted. At least 7 days shall elapse between the date of the pre-selection and the date of the selection interviews.

15. The selection committee shall draw up a list of eligible candidates. The decision to declare a candidate eligible shall be made by at least 3 members of the selection committee. A member may express a minority position and communicate it to the board of directors.

The eligibility list and the substantiated recommendation of the selection committee shall be sent to the board of directors which shall make the final decision.

⁽¹⁾ *Development agency.*

⁽²⁾ *The Council of the regional board is no more.
Forward the sectoral notice to the Local development agency.*

4.0 Appointment and Engagement

By-law

18. The executive director is appointed by the board of directors for a period that does not exceeds 4 years.
19. The executive director shall sign an engagement contract. This engagement contract shall contain the employment rights, obligations and benefits specific to the position of executive director, including annual vacations, social leaves and the terms and conditions for the annual appraisal of his work performance. The engagement contract of an executive director may make no provision for the payment of financial benefits other than those provided for in this Regulation.

Any provision of such contract that does not comply with the Act and the Regulations made thereunder is considered null.
20. The resolution of the board of directors respecting the appointment of the executive director and the engagement contract of the executive director shall be sent to the Minister on request, as shall any subsequent change to the contract.
16. There shall be no appeal regarding a decision made by the board of directors concerning the appointment of an executive director.
17. Where no candidate is declared eligible by the selection committee or where the board of directors decided to appoint none of the candidates declared eligible, a new competition must be held.

Appointment

193. The executive director of a public institution shall be appointed by the members of the board of directors of that institution, after consulting the regional board. Where the board of directors administers more than one institution, the executive director shall also act as the executive director of each of the institutions.

Absence or disability.

Where the executive director is absent or unable to act, the person designated for that purpose by the board of directors shall exercise the functions and powers of the executive director.

Public admitted

161. *1st al. The sittings of a board of directors are public; the board of directors may, however, order that a sitting be held in camera, particularly where it considers it expedient to avoid causing any harm to a person and at the time of deliberations on the negotiation of conditions of employment; the decisions made at sittings held in camera are public, subject to the protection of personal information contained therein.*

Duty

173. *The board of directors must:*

- 1) *appoint the executive director and senior management officers;*

Resolution

201. *The board of directors shall not appoint or dismiss the executive director except by way of a resolution adopted at a meeting called for that purpose by the vote of not less than two-thirds of its members.*

The executive director cannot be present at a sitting of the board of directors of the institution while the board is discussing or deciding his dismissal, the reduction of the term of his appointment, suspension, remuneration, renewal of engagement or his other terms of employment.

⁽¹⁾ Development agency

Conflict of interest

197. *The executive director shall not, under pain of forfeiture of office, have a direct or indirect interest in an enterprise placing his personal interest in conflict with that of the institution. However, forfeiture of office is not incurred if such an interest devolves to him by succession or gift, provided that he renounces it or that, having informed the board of directors, he disposes of it within the time fixed by the board.*

Disqualification

An executive director who is forfeited of office becomes disqualified from holding any office or employment as a member of the managerial staff of any public institution or regional board⁽¹⁾ for the period of disqualification determined in the judgment. That period shall not exceed three years.

Forfeiture

The board of directors, on ascertaining that the executive director is in a position of conflict of interest, shall take measures to institute proceedings for forfeiture of office against him. It shall also, within 10 days, inform the regional board in writing of the situation, specifying the nature of the case and the measures it has taken.

Provision applicable

The second paragraph of section 154, applies, with the necessary modifications to the executive director.

Provision applicable

Section 155 applies to proceedings for forfeiture of office.

1991, c. 42, a. 197

Disclosure

198. *Every executive director must, within 60 days after his appointment, file with the board of directors a written statement mentioning any pecuniary interest he has in legal persons, partnerships or enterprises which may enter into a contract with any institution. The statement must be updated within 60 days of the acquisition of such an interest by the executive director and, each year, within 60 days from the anniversary of his appointment.*

⁽¹⁾ Development agency

The executive director must, in addition, file with the board of directors, a written statement mentioning the existence of any contract of professional services entered into with an institution by a legal person, a partnership or an enterprise in which he has a pecuniary interest, within 30 days after the contract is entered into.

1991, c. 42, a. 198

Exclusive appointment

199. *The executive director shall, under pain of forfeiture of office, devote himself exclusively to the work of the institution and the duties of his office.*

Unremunerated occupation

He may, however, hold another employment, office or function or provide another service if no remuneration or direct or indirect benefit whatever is paid or granted to him therefore.

Occupation outside health sector

He may also, with the authorization of the board of directors, hold or provide, outside the health and social services sector, another employment, office, function or service for which remuneration or direct or indirect benefit of any kind is paid or granted to him.

Authorization

He may also, with the authorization of the regional board and the board of directors, hold or provide, within the health and social services sector, another employment, office, function or service for which remuneration or direct or indirect benefit of any kind is paid or granted to him. However, only the authorization of the board of directors is required in the case of an office or function held within an association grouping a majority of the institutions carrying out activities inherent in the mission of centres of the same type or within an association of executive directors of health services and social services recognized by order in council, for labour relations purposes, or within an institutional certification body.

⁽¹⁾ Development agency

Mandate from the Minister

He may also carry out any mandate entrusted to him by the Minister.

Elective office

He may also hold an elective public office.

Provision applicable

Section 155 applies to proceedings for forfeiture of office.

1991, c. 42m a. 200.

Suspension

200. *The board of directors must, on ascertaining that the executive director is violating any of the rules prescribed in section 199, suspend him without pay or take measures to institute proceedings for forfeiture of office against him, according to the seriousness of the contravention. It must also, within the following 10 days, inform the regional board and the Minister of the situation and indicate to them the nature of the case and the measures it has taken. A suspension imposed under this paragraph may vary from three to six months.*

Disqualification

An executive director who is forfeited of office becomes disqualified from holding any office or employment as member of the managerial staff of any public institution or regional board⁽¹⁾ for the period of disqualification determined in the judgment. That period shall not exceed three years.

1991, c. 2, 1. 200.

⁽¹⁾ *Development agency*













