



# **MOHAWK COUNCIL OF KANESATAKE**

## **RECRUITMENT AND HIRING POLICY**

**Approved by Council: April 8, 2025**

**Approved by Resolution # 006.2526.00069**

**(Replaces the previous Hiring Policy, approved by BCR #001.0001.00069)**

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## **1. EFFECTIVE DATE**

This Recruitment and Hiring Policy was approved by Council on April 8, 2025 and is effective as of April 8, 2025. It will be reviewed at least every five years.

In the event a new or amended version is not approved by April 8, 2030, this version will remain in force.

## 2. DEFINITIONS

|                                     |                                                                                                                                                                                                               |
|-------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>Administration</i>               | The Administration Department of the Mohawk Council of Kanesatake.                                                                                                                                            |
| <i>Council</i>                      | The Elected members of the Mohawk Council of Kanesatake (MCK).                                                                                                                                                |
| <i>Hiring</i>                       | The process of selecting and finalizing the employment of a candidate from a pool of applicants, including making a job offer and onboarding the new employee.                                                |
| <i>Manager</i>                      | Director/Manager or other managerial position of a department falling under the administrative jurisdiction of the Mohawk Council of Kanesatake and under the direct supervision of MCK's Portfolio Chief(s). |
| <i>MCK</i>                          | Mohawk Council of Kanesatake.                                                                                                                                                                                 |
| <i>Mohawk Council of Kanesatake</i> | The legal governing body of Kanesatake and its territory.                                                                                                                                                     |
| <i>Portfolio Chief</i>              | The Chief responsible for supervising a department on behalf of the Mohawk Council of Kanesatake.                                                                                                             |
| <i>Recruitment</i>                  | The process of identifying, attracting, and engaging potential candidates to apply for job openings within an organization.                                                                                   |
| <i>Supervisor</i>                   | An employee who has an immediate supervisory role over other employees.                                                                                                                                       |

### **3. PURPOSE**

The purpose of this Recruitment and Hiring Policy for the Mohawk Council of Kanesatake is to establish a clear, consistent, and fair process for attracting, selecting, and hiring qualified individuals to serve the community. This policy aims to:

- Promoting community values such as fairness and transparency;
- Enhance Organizational Excellence
- Support Economic Development
- Comply with Legal and Ethical Standards

This policy serves as a guideline for all recruitment and hiring activities within the Mohawk Council of Kanesatake, while making sure that recruitment and hiring activities are accomplished in an equitable manner as well as serving the interest of MCK and the community.

### **4. SCOPE**

This Recruitment and Hiring Policy applies to all recruitment, selection and hiring activities conducted by the Mohawk Council of Kanesatake except for:

- Summer Student employment program
- KETSC employment program
- People paid through honorariums
- Volunteers
- Hiring in response to a situation deemed urgent by the Mohawk Council of Kanesatake.

This Policy has to be enforced, whether the recruitment is conducted by MCK internally or through external services (e.g.: recruitment firm). All Council members, managers, supervisors and employees involved in the recruitment and hiring processes are required to adhere to this policy.

Words in the singular include the plural, and words in the plural include the singular.

Where a word is defined, other parts of speech and grammatical forms of the same word have corresponding meanings.

References made to another policy or legislation may be subject to amendments or replacement. In this event, all current versions of said documents will apply.

Where there is a conflict between this policy and the applicable regulation, the regulation prevails.

## 5. RESPONSIBILITIES

The Council is responsible for:

- Approving this Policy;
- Supervising its fair and equitable application throughout the organization;
- Approving amendments to this Recruitment and Hiring Policy;
- Approving exceptions to this policy to fulfill hiring in response to situations deemed urgent; and,
- Making the final decisions on the selection of candidates prior to finalizing the hiring process.

The Human Resources Manager is responsible for:

- Ensuring that the recruitment and hiring processes are conducted in accordance with the policy and applicable laws;
- Managing the end-to-end recruitment process, including job postings, Selection Committee creation, candidate screening, interview scheduling, and reference checks;
- Providing training and support to managers and employees involved in the recruitment and hiring process, ensuring they understand and follow the policy;
- Maintaining accurate and confidential records of all recruitment and hiring activities, including applications, interview notes, and selection decisions; and,
- Monitoring adherence to the policy and legal requirements, addressing any issues or concerns that arise during the recruitment and hiring process.

The Managers are responsible for:

- Collaborating with the Human Resources Department to develop accurate and comprehensive job descriptions that reflect the requirements of the position;
- Assisting in the onboarding of new hires in their respective department, ensuring they are integrated smoothly into their roles and the workplace; and,
- Respecting this Policy.

The Selection Committee members are responsible for:

- Participating in the screening, interviewing, and assessment of candidates, providing input on the selection of the most suitable candidates;
- Working with HR to make informed decisions regarding candidate selection, ensuring that choices are based on merit and alignment with community values;
- Maintaining the confidentiality of all information shared during the recruitment process, including candidate details and deliberations; and,
- Ensuring that all candidates are assessed fairly, without bias or favoritism, in accordance with the policy and community values.

## 6. CREATION OF A NEW POSITION

This process includes the guidelines for creating a new position within the MCK, whether it is a duplication of an existing position or a new position created to fulfill new organizational needs. This step is not to be confused with the recruitment of an employee for a vacant or to-be-vacant position. The following steps should be followed for the creation of a position at the Mohawk Council of Kanesatake:

1. The departmental Manager will meet with Human Resources to outline a job description, including the supervision relationship of the position, the tasks, the skills required as well as other requirements. The length of employment should also be determined at this step (e.g. short or long-term contract or permanent position).
2. The Human Resources department will evaluate the salary scale for the position with respect to MCK's *Wage Policy and Procedures* and communicate the salary range for the position, as well as other employment fees.
3. If external funding is required, the departmental Manager will proceed with funding request.
4. Prior to engaging in the further step of the recruitment process, Council will approve the creation of the new position.

## 7. SHORT-TERM HIRING (16 weeks and less)

This process is to be followed for short-term hiring of 16 weeks or less to fulfill position where the permanent employee has either:

- Quit their position;
- Left on a leave of absence;
- Was terminated from their position; or,
- To fulfill temporary position in response to temporary needs.

The following process should be followed for short-term hiring:

1. The departmental Manager will contact Human Resources Manager, explaining the needs for a short-term hiring and advise the lead Portfolio Chief of their respective department.
2. Both the Human Resources Manager and the departmental Manager will build a list of potential candidates. Without limitations, the candidates could be:
  - a. An MCK employee in another position, readily available to fulfill the position on a temporary basis;
  - b. An on-call employee;
  - c. A person who brought spontaneous application;
  - d. Etc.
3. A case will be prepared and presented to Council for approval.
4. The selected individual will be presented a job offer highlighting the temporary needs.

If needed, an extension of the contract of an additional 16 weeks will be possible, with agreement between the departmental Manager and the Human Resources Manager. Further extension, under special circumstances, will require approval from Council.

## 8. RECRUITMENT AND HIRING

This section includes all the recruitment and hiring processes for any position above 16 weeks of employment.

The process goes as follow:

1. Selection Committee is created
2. Selection Committee prepares screening criteria
3. Human Resources prepares and posts the job opportunity
4. Candidates are invited by Human Resources for interview
5. Interviews are conducted by the Selection Committee
6. A hiring recommendation is prepared by the Selection Committee
7. References are check by Human Resources
8. Human Resources present hiring recommendation to Council
9. Human Resources handle the hiring final steps such as:
  - a. Job offers
  - b. Background checks
    - i. Unless required by regulation or certification, only Human Resources Manager may keep a copy of the background check files.
    - ii. When background checks is positive (meaning something is on file), the case will be presented to the Council to decide if a selected candidate can still be hired.
  - c. Contacting the candidates not selected

Additional information regarding recruitment and hiring process may be found in the following subsections.

### 8.1) Selection Committee

A Selection Committee will be formed for each full-time position or any position involving over 16 weeks of employment.

The Selection Committee reports to the Human Resources Manager and:

- Is assembled by the Human Resources Manager, as needed for staff hiring;
- Consists of at least three members from the following:
  - Human Resources staff;
  - The Human Resources Manager;
  - The departmental Manager;
  - The immediate supervisor to the position;
  - One or more knowledgeable external resources.
    - For example: a consultant or a peer from another community.
- Participates in interviewing job applicants.

All members must disqualify themselves from the committee if an applicant is a:

- Parent or grandparent;
- Sibling;

- Child or grandchild; or,
- Spouse.

The Human Resources Manager has discretion to decide if relatives such as cousins, aunts, uncles, etc., may sit on the committee.

The Selection Committee is responsible for:

- Screening applications;
- Conducting interviews; and,
- Making recommendations for the final selection of candidates.

All members of the Selection Committee must maintain strict confidentiality regarding all information acquired during the hiring process. Breach of confidentiality is taken seriously by the Mohawk Council of Kanesatake, and disciplinary measures will be enforced in accordance with existing policies.

*Appendix B: Oath of confidentiality*

## **8.2) Recruitment Process**

The Selection Committee will convene promptly after a position becomes vacant (or ahead, when possible) to discuss all relevant aspects of filling the role.

The Selection Committee will assist Human Resources with:

- Developing screening criteria, interview questions, and assessment methods;
- Shortlisting candidates;
- Interviewing selected candidates; and,
- Preparing a recommendation regarding the successful candidate(s).

The Human Resources Department will:

- Obtain necessary approvals from the departmental Manager for:
  - Job posting details;
  - Closing date for applications;
  - Screening dates; and,
  - Interview dates.
- Review the job description;
- Ensure at least two references are provided or checked for the successful candidate;
- Present the selected candidate recommendation to the Mohawk Council of Kanesatake;
- Ensure criminal background/vulnerable sector checks are completed before the start date or within a reasonable time frame, depending on the nature of the position; and,
- Prepare a salary recommendation based on existing salary grids.

Adequate time (generally two weeks for regular position, four weeks for managerial positions) will be allowed for the submission of resumes. If insufficient qualified resumes are received, the job posting may be extended with approval from the Human Resources Manager.

### **8.2.1) Recruitment of the Human Resources Manager and Finance Manager**

Given their critical roles, the recruitment process for the Executive Director, Human Resources and Finance Managers may differ slightly from the standard procedure outlined in this Policy.

The Mohawk Council of Kanesatake may choose to engage a recruitment firm to manage this process. In such cases, the firm will assume the responsibilities typically handled by Human Resources, while still adhering to this Policy and providing a recommendation to the Council.

### **8.3) Criteria to Screen Candidates for Interviews**

The Human Resources Department will review all applications submitted within the specified timeline and determine which candidates will be forwarded to the Selection Committee.

Candidates will be selected based on the following criteria:

- Relevant education;
- Previous experience or equivalent;
- Specific skills and training;
- Other required qualifications as outlined in the job posting and the job description.

A combination of education and work experience may be considered equivalent to the stated criteria.

Candidates who apply to a position in which there is a direct supervisory role (whether as supervisor or subordinate) to a closely related family member may not be selected to next steps.

For more information, please refer to MCK's Conflict of interest policy.

### **8.4) Job posting for positions above 16 weeks of employment**

For any positions above 16 weeks of employment, Human Resources will prepare and post a job opportunity that includes the following details:

- Position Type: Full-time/part-time, temporary/permanent
- Job Description:
  - Overview of the main tasks
  - Requirements (education, experience, etc.)
  - Ideal candidate profile
  - Criminal background check requirement
- Compensation: Salary and benefits
- Start Date: Expected date of assumption of duties
- Hiring Priority: Refer to Section 10 of this Policy for details
- Location: Worksite location
- Application Process: Deadline and instructions for submitting a cover letter and resume

All job postings should be posted for a minimum of two (2) full working weeks. Managerial positions should be open a minimum of four (4) full working weeks. In the event the job posting

requires to be extended due to lack of qualified applicants, the Human Resources Manager will request the approval from the Administration Portfolio Chief.

Any application presented past deadline will not be considered.

All mandatory requirements, such as CPIC/NCIC checks, driver's abstracts, and reference checks, will be specified in the job posting according to the job description.

## **8.5) Candidates invited for interviews**

Candidates who pass the screening process described in section 8.3 will be invited for an interview. Official communication will be sent via phone and/or email, including the proposed interview schedule.

Human Resources may coordinate with candidates to find an alternative interview time, depending on factors such as the Selection Committee's availability or the hiring timeline. However, if no alternative is possible, candidates are expected to be available at the proposed time.

If any documents are required for the interview, candidates will be informed when the invitation is sent.

Candidates not selected for an interview will typically not be contacted, although Human Resources may choose to notify them as a courtesy.

## **8.6) Interview and Selection process**

The Human Resources will develop a set of job-related interview questions for each position to assess the candidate's experience, skills, training, and competencies. These questions will be used by the Selection Committee during interviews.

Assessment methods will be developed by Human Resources (e.g.: evaluation grid) to support the decision-making process to recommend a selected candidate. The assessment methods used will be based on the nature of the position and the interview.

If a position requires specific skills, the Mohawk Council of Kanesatake may ask candidates who pass the interview stage to demonstrate their skills through a job-related exercise, the results of which will remain confidential. Additional tests relevant to the position may also be requested.

With assistance from the Manager or the immediate supervisor, the Human Resources Department has the right to review the questions to ensure that all candidates are evaluated fairly based on their qualifications and experience.

The Selection Committee will conduct interviews with the selected candidates, assess them, and make a hiring recommendation to Council.

Prior to presenting the recommendation to Council, Human Resources will conduct the references check. If the references check is acceptable, the recommendation is then forwarded to Council. If not, the Selection Committee will meet to make a second recommendation with another candidate. Only the selected candidates' references are contacted for reference check.

The recommendation to Council should include the following information:

- The names and titles of the selection committee members;

- How many candidates applied;
- How many candidates were invited to the interview;
- The identity of the selected candidates with the reasons the selection committee preferred the candidate;
- The elements of improvement identified; and,
- A detail of the next steps.

## 8.7) Job offers

Prior to presenting a job offer, the selected candidate will be contacted by Human Resources to provide all of the following document, if required by the position:

- A copy of academic certificates;
- A copy of the official transcripts;
- A copy of all trainings and certifications required by the position;
- A copy of the driver's license; and/or,
- Any other document to support the candidate is qualified for the position.

A job offer will be presented to all selected candidates, including without limitations the following details:

- Full name and address of the selected candidate
- The job title
- The nature of the position, such as:
  - Part-time or full-time
  - Permanent or temporary
- Start date and time
- End date, if applicable
- Salary, with respect to MCK's *Wage Policy and Procedures*
- Work schedule
- Overtime treatment
- Probationary Period
- Benefits of the employment
- Medical and Personal Leaves
- Absence of criminal record.

A candidate will be given a maximum of 72 hours (3 working days) to provide a response on a job offer. Following that delay, the candidate will be considered as refusing the job offer. A candidate may propose a counter-offer to a job offer.

## 9. INTERNAL POSTING

For several reasons, the MCK may decide to initiate a recruitment process through internal posting. The decision to prioritize internal posting has to be agreed by the Council, under the recommendation of the Human Resources Manager.

The reasons to initiate an internal posting process may be one of the following, but not limited to:

- Accelerating the hiring process;
- Cutting on recruitment costs;
- Boosting retention and morale of the staff;
- Preserving institutional knowledge;
- Encourage continuous development;
- Etc.

When internal posting is the selected option, all steps applicable to the hiring process will remain the same, except that the posting will only be open to MCK employees.

## **10. PROBATIONARY PERIOD**

At the Mohawk Council of Kanesatake, all positions (except for contracts of less than 16 weeks) have a six-month probationary period, with a possibility of extension. After three months, the employee's supervisor will conduct a mid-probation evaluation to identify areas for improvement.

Before the end of the six-month period, the supervisor and, if necessary, Human Resources will meet with the employee again. If the probation is successful, the employee will be notified on the end of probationary period.

If the employee does not meet expectations, the Manager and Human Resources will decide whether to:

- Extend the probation period, up to an additional six months; or,
- Terminate the employee.

## **11. HIRING PRIORITY**

The Mohawk Council of Kanesatake is dedicated to be an employer where all employees have the right to an equitable workplace, free of discrimination. The Mohawk Council of Kanesatake, as a First Nations government is dedicated to provide employment opportunity to the First Nations people, especially the Kanesatake members.

The hiring priority is then applied:

1. First priority: The registered Mohawks of Kanesatake
2. Second priority: Other Mohawks
3. Third priority: Other First Nations
4. Fourth priority: Other people

This priority is applied when a candidate that successfully completed the interview may have improvements necessary but still have a combination of the skillset and requirements to fulfill the position.

## **12. KETSC PROJECTS PLACEMENT**

Employee undergoing one of KETSC employment project (KETSC students) may be offered a direct transfer into a permanent position or a contract over 16 weeks of employment, without having to pass through the regular recruitment process described in this policy. To be eligible, the following conditions must all be respected:

- There is a need within the hosting department for a full-time employee on the position occupied by the KETSC student.
- The KETSC student has:
  - Successfully occupied the same position for the whole term of the project AND above 12 consecutive months;
  - Shown great professionalism and attitude in the workplace during that period;
  - Successfully met the expectations within the position and met the requirements of MCK's probation evaluation.

When these conditions are met, Human Resources and the Departmental Manager will agree to present a recommendation of hiring to Council, with sufficient explanations to support a decision.

If approved by Council, Human Resources will handle the hiring process.

## **13. CONFIDENTIALITY AND DISPOSAL OF DOCUMENTS**

All information related to the hiring and recruitment process is considered confidential and must be handled with the utmost care and discretion by all individuals involved. This includes, but is not limited to, the following:

- Questionnaires and other evaluation documents
- Candidates' information
- Interview and assessment data
- Internal Deliberations

Confidential information must not be disclosed to any unauthorized persons or parties, both within and outside the organization, except as required by law or with the candidate's explicit consent.

All employees and Selection Committee members must refrain from discussing or sharing any confidential details about candidates or the hiring process outside of designated channels.

Candidate information and recruitment records will be retained only as long as necessary to fulfill the purpose of the recruitment process and in accordance with applicable legal and regulatory requirements. After a 24-month period, all interview documents (except templates) will be securely disposed of through shredding, deletion, or other appropriate methods to prevent unauthorized access or disclosure.

Any breach of confidentiality, whether intentional or accidental, will be treated as a serious matter and may result in disciplinary action, up to and including termination of employment or other legal remedies as applicable.

## **14. ONBOARDING PROCESS**

All new employees at MCK should undergo a proper onboarding process to be introduced properly in their new workplace. The onboarding process includes, without limitations:

- Creating the employee file and fill appropriate forms for payroll purpose;
- Create the employee ID on MCK's network and present the office space;
- Provide a copy of all policies the employee will have to acknowledge;
  - One copy of all HR policies;
  - Any other policies specific to the department in which the employee will be working
- Provide all necessary trainings, specific to the position or required by regulation;
  - Workplace Harassment and Violence Prevention
  - Occupational Health & Safety
  - Safety handling of restricted material
- Identify any training that may be required on a short-term period (e.g.: work in heights, safety use of harness, safety use of respiratory masks, WHMIS training, etc.)
- Etc.

Other type of activities such as group introduction, group lunchbreak, etc. may be organized by the departments but does not constitute formal onboarding activities.

## Appendix A: Acknowledgement of Receipt Form



### MOHAWK COUNCIL OF KANESATAKE

## Recruitment and Hiring Policy

### Acknowledgement of Receipt

I, \_\_\_\_\_ acknowledge having received the Recruitment and Hiring Policy, approved by the Mohawk Council of Kanesatake on April 8, 2025. As an employee of the Mohawk Council of Kanesatake it is my duty to read, understand and respect provisions included in the policy.

\_\_\_\_\_  
Date

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Program Manager

## Appendix B: Oath of Confidentiality



### MOHAWK COUNCIL OF KANESATAKE

#### Oath of Confidentiality

I, \_\_\_\_\_ the undersigned, hereby agree not to divulge any information or records concerning any Mohawk Council of Kanesatake program participant, client or employee without proper authorization. I recognize that any discussion of or release of information concerning a participant, client or employee to any unauthorized person is forbidden and may be grounds for legal and/or disciplinary action.

During the performance of my assigned duties, I will have access to confidential information for effective delivery and coordination of services. I agree that all discussions, deliberations, records, and information generated or maintained in connection with these activities will not be disclosed to any unauthorized person.

I have read and understood the importance and declare that I will respect this oath of confidentiality at all times, including when I am no longer associated with the Mohawk Council of Kanesatake.

Name (Print) \_\_\_\_\_

Signature \_\_\_\_\_

Date \_\_\_\_\_

Received by:

Name of Program Manager and/or Portfolio Chief \_\_\_\_\_

Title \_\_\_\_\_

Date \_\_\_\_\_