

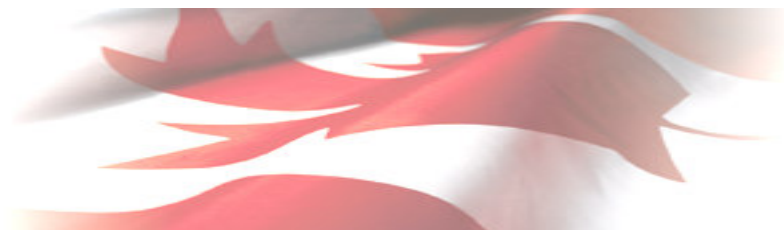


Public Service Human Resources
Management Agency of Canada

Agence de gestion des ressources humaines
de la fonction publique du Canada

APEX/NMC Spring Consultations

A New Approach to Recruitment and Staffing in the Public Service



With the new *Public Service Employment Act*

Canada



Purpose of the Presentation

- To inform you about key elements of the new PSEA that are important to you as managers
- To underline the opportunities – and responsibilities – that you as managers now have
- To generate interest – and even enthusiasm – for HR management reform!



The Basic, Underlying Reason for Reform:

- The most important management decision we make is who to hire, promote or deploy

But

- Staffing system has not supported us:
 - Focus on rules, not results and values
 - Process heavy and time-consuming
 - Too complicated, complex
 - Management judgement not valued
 - Fear of appeals



We Heard You

- New PSEA designed to address many of these concerns. **Its goals are to:**
 - Continue to support and reflect core PS values such as merit, non-partisanship, protection of employee interests
 - Provide a staffing system that is more flexible:
 - Opportunity to tailor to organizational needs
 - More room for judgement; less reliance on rules
 - Provide better balance between flexibility/judgement and accountability



We Heard You

- Improve efficiency and speed of staffing through:
 - More planned approaches to staffing
 - Fewer restrictive practices and rules
- Allow for the adoption of modern staffing practices
- Recognize that staffing is a management decision and give managers more authority
- Lead to a new relationship between managers and HR advisors



The General Approach ...in a nutshell

- Public Service Commission remains the appointing authority
- PSC will delegate all staffing authorities to deputy heads
- PSC has established high level policy framework, delegation agreements, accountability framework
- See www.psc-cfp.gc.ca “Appointment Framework”



The General Approach ...in a nutshell cont...

- Deputy heads will develop own staffing program/policy in line with central framework
- PSC will monitor and audit
- New independent Public Service Staffing Tribunal to address “complaints”



Where Are We Now?

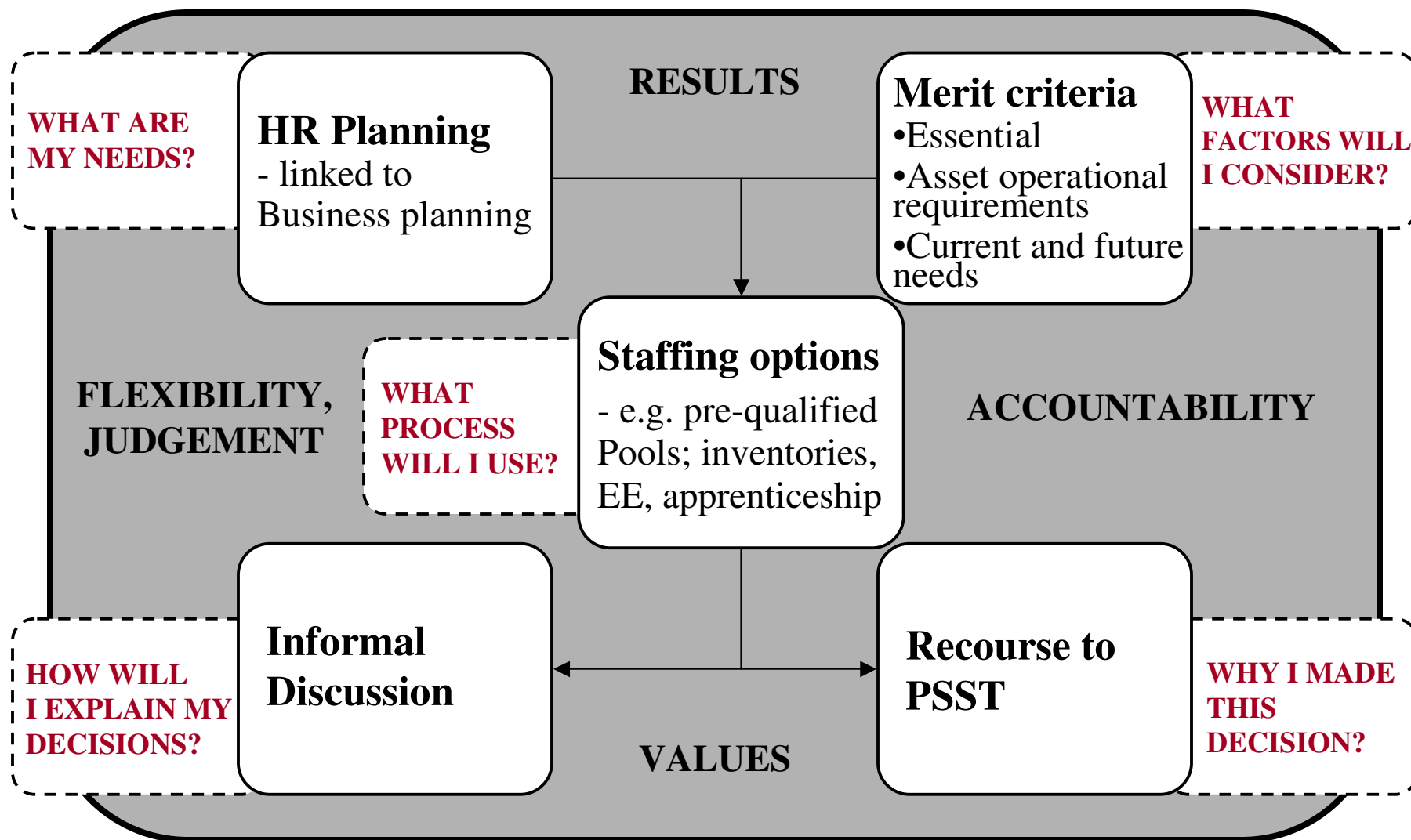
- PSEA targeted for coming into force in December 2005
- Central policy framework developed
- Central learning programs underway/underdevelopment
- Departments in the development phase of their staffing programs

**NOW IS THE TIME FOR YOUR
INVOLVEMENT!!**



Six Things You Really Need To Know

1. **Context** in which staffing is now operating
2. The importance of **HR planning** – leading to ...
3. **New possibilities** for staffing processes – using...
4. **New merit criteria** – which can be explained through...
5. **Informal discussion** – and defended in...
6. **New recourse process**





Context

- Results are important but balanced by values
 - Fewer rules
- More flexibility and opportunity for judgement and tailoring but balanced by greater accountability:
 - Oversight by PSC (monitoring, audit)
 - Reports on Parliament
 - To explain decisions to employees
 - To account for decisions in case of complaint



Importance of HR planning

- Integrated business and HR planning is foundation of new approach
- Enables choices for structured staffing processes and move away from ad hoc, reactive staffing
- Allows consideration of merit criteria in making selection decisions
- Provides rationale and “legitimacy” for decisions



Staffing Options

- Based on HR plans, options include:
 - Advertised or non –advertised processes
 - Pre-qualified (unranked) or partially qualified pools
 - Apprenticeship and career development programs
 - Succession planning
 - Focus on Employment Equity
- Employees can better plan careers
- A competitive advantage
- Staffing as one element of the continuum:
importance of learning and development
- And, **THIS IS WHAT MAKES STAFFING
MORE EFFICIENT AND FASTER!!!**



Merit Criteria

- Concept of “best fit”
- Essential qualifications
- Asset qualifications
- Operational requirements
- Current and Future needs
- Can be combined and used in various ways



Informal Discussion

- A chance to resolve problems, explain decisions, fix errors
- Avoid confrontational and lengthy formal complaints
- Address employee concerns, help them in making career choices



Recourse

- Recourse focuses on “abuse of authority” by manager in:
 - Application of merit criteria
 - Choice of advertised/non-advertised
 - Failure to assess in OL of choice
- For internal processes only
- PSST can deal with human rights issues (discrimination)
- “I am better qualified than him/her” – no longer a grounds for complaint



A Few Other Interesting Provisions...

- More options for meeting EE goals (limit area of selection, consider as “current or future need”)
- Term extension no longer an appointment: no appeal
- Deployments from separate employers easier; grievance process, not separate complaint process
- Consent not required to deploy in cases of harassment



Next Steps For Managers

- Understand key new provisions and what opportunities they present to you
- Participate in departmental staffing program design activities to ensure program meets your needs and expectations
- Identify opportunities to work with employees and bargaining agents
- Use solid HR planning to identify potential for more structured staffing approaches
- Work with colleague managers to find common approaches