

You asked for it...	You got it...	Make the most of it!
<ul style="list-style-type: none"> A human resource management system based on trust, transparency, access and mutual respect 	<ul style="list-style-type: none"> The new <i>Public Service Labour Relations Act</i> (PSLRA) emphasizes the importance of cooperative labour management relations and mutual respect not only for the benefit of employees but also to improve the ability of the public service to serve and protect the public interest Fairness, transparency and access are recognized in the Preamble to the new <i>Public Service Employment Act</i> and the Public Service Commission's Appointment Framework. 	<ul style="list-style-type: none"> The <i>Public Service Modernization Act</i> has enacted changes that support flexibility and common sense rather than rigidity and prescriptive procedures. However, the legislation itself cannot guarantee that the human resource management system will be simpler and more effective. It is up to executives and managers, together with employees, HR professionals and unions, to make it work. Develop trust by demonstrating the values of fairness, transparency and respect daily.
In labour relations...		Work with bargaining agents to use the new tools
<ul style="list-style-type: none"> A more cooperative labour management relationship based on dialogue at departmental and local levels 	<ul style="list-style-type: none"> The PSLRA requires Labour Management Consultative Committees (LMCCs) in all departments. Co-development is encouraged by the Act and two-tiered bargaining is possible to address department-specific issues. 	<ul style="list-style-type: none"> Be pro-active, consult when considering changes that will affect the workplace- do so at the earliest planning stages Take the first step: find opportunities to co-develop interest-based local solutions to workplace issues.
<ul style="list-style-type: none"> Recourse that focuses on early intervention and internal resolution 	<ul style="list-style-type: none"> All departments must have Informal Conflict Management Systems (ICMS). 	<ul style="list-style-type: none"> Don't wait for grievances or formal complaints: prevent them. Use ICMS tools and services to solve problems with or between employees before they are formalized. Find out how your departmental ICMS can support you through advice, training, and mediation.
<ul style="list-style-type: none"> Means for unions to raise collective concerns so that demands on the recourse system are reduced 	<ul style="list-style-type: none"> In addition to LMCCs, management and bargaining agents may submit policy grievances to clarify the interpretation of difficult provisions. Bargaining agents can also submit group grievances, reducing the number of individual grievances 	<ul style="list-style-type: none"> Work with bargaining agents to use the new tools available to make effective use of the recourse system.
<ul style="list-style-type: none"> A simpler method to remove employees from positions 	<ul style="list-style-type: none"> Employees can be demoted or released for unsatisfactory performance instead of incompetence. 	<ul style="list-style-type: none"> You're accountable; you need a well performing team to deliver results.

	<ul style="list-style-type: none"> • Adjudicators can only consider the <i>reasonableness</i> of a deputy head's decision to demote or release an employee for unsatisfactory performance • Demotion can now be used as discipline. • Employees who have harassed others can be deployed <i>without consent</i>. 	<ul style="list-style-type: none"> • When employees are not performing to a satisfactory standard and efforts to help them improve have been unsuccessful, consider demotion or release. • When a suspension is not enough but termination is too drastic, consider demotion.
In staffing....		You have choices that were never available before
<ul style="list-style-type: none"> • Staffing delegated to departments 	<ul style="list-style-type: none"> • All staffing is being delegated to departments, including external recruitment and EX staffing, except for appointments to the EX Group from Ministers' offices. 	<ul style="list-style-type: none"> • Delegate to the lowest possible level.
<ul style="list-style-type: none"> • Greater diversity among candidates 	<ul style="list-style-type: none"> • Expanded authority for choice of appointment process, area of selection and merit criteria, including organizational needs and operational requirements, will allow for greater diversity 	<ul style="list-style-type: none"> • Based on the needs of your organization, decide which process will work best and broaden or limit the pool of candidates as appropriate.
<ul style="list-style-type: none"> • Individual merit rather than relative 	<ul style="list-style-type: none"> • Candidates will no longer need to be compared to each other, they only need to meet the essential qualifications of the job 	<ul style="list-style-type: none"> • Use asset qualifications such as area of specialization, operational requirements such as willingness to work shifts, or organizational needs such as diversity to select candidates that are the right fit for your current and future needs.
<ul style="list-style-type: none"> • Unranked, pre-qualified pools 	<ul style="list-style-type: none"> • Relative merit and ranking is no longer required 	<ul style="list-style-type: none"> • Unranked pre-qualified pools can be used, even interdepartmentally, to allow 'just in time' staffing.
<ul style="list-style-type: none"> • Less reliance on knowledge and experience and more emphasis on competencies and values as criteria for staffing 	<ul style="list-style-type: none"> • Appointees must meet the essential qualifications of a job • Additionally, asset qualifications, operational requirements and organizational needs <i>may</i> be used as merit criteria 	<ul style="list-style-type: none"> • Instead of screening or testing knowledge or requiring specific years of experience, for example, you can look at track records, put increased emphasis on references, etc.
<ul style="list-style-type: none"> • Less reliance on formal interviews; more responsive assessment and selection processes 	<ul style="list-style-type: none"> • Choice of assessment and selection processes is delegated to departments and managers 	<ul style="list-style-type: none"> • Except for entry to the EX Group and Second Language Evaluation (SLE), departments can use any

		assessment method so long as it is fair, unbiased and effectively assesses the merit criteria.
<ul style="list-style-type: none"> Increased mobility, including lateral movement and between separate employers and the core public service 	<ul style="list-style-type: none"> Departmental authority for area of selection, <i>except</i> for advertised external appointment processes for EXs and 2 levels below (national) Deployment will be possible from separate employers 	<ul style="list-style-type: none"> You can deploy employees from separate employers or recruit externally without having to go internal first. Base your decisions on business requirements, considering fairness, transparency and access to opportunities.
<ul style="list-style-type: none"> Ability to correct staffing actions at any stage 	<ul style="list-style-type: none"> The legislation allows corrective action while staffing is still underway 	<ul style="list-style-type: none"> No one's perfect...if you've made a mistake, assess the implications and take appropriate corrective action. Even repeating a step will be quicker than having to do the entire process again.
<ul style="list-style-type: none"> Fewer appeals, heard by a revamped Labour Relations Board 	<ul style="list-style-type: none"> Informal discussion and corrective action are designed to reduce complaints to the Public Service Staffing Tribunal (PSST) Complaints are limited to abuse of authority in the choice of appointment process, abuse of authority in the application of merit or failure to respect candidates' choice of official language. 	<ul style="list-style-type: none"> Talk to candidates eliminated from further consideration. Explaining why they were eliminated and what they might do to improve their chances the next time will reduce complaints and improve relationships. Base your decisions on business needs; be fair, open and respectful and you won't abuse your authority.
<ul style="list-style-type: none"> A single recourse system with more access points 	<ul style="list-style-type: none"> While not recourse per se, informal discussion allows access at any point in the process with the objective of being able to correct mistakes Notification of proposed appointments ensures that candidates or employees in the area of selection can raise an issue informally before a formal complaint to the PSST. 	<ul style="list-style-type: none"> Don't wait for grievances or formal complaints: use informal mechanisms to <i>prevent</i> them.