

FOUNDATIONS

0- 1 Purpose

Principles & Policies for Managing Human Resources is designed to:

- Provide an enabling set of standards to guide managers in making decisions about managing the people in their organizations
- Provide a source for all corporate policies related to human resource management
- Provide managers with a principles-based approach to managing people
- Guide human resource professionals in advising managers.
- Human resource management includes broad managerial functions related to directing organizations: human resource planning, organization design and organization development, diversity and employment equity. It also includes functions related to managing employees: staffing, classification, compensation, labour relations and training.

0- 2 Principles of Human Resource Management

Principles are fundamental beliefs - generally constant and unchangeable. The principles of human resource management, derived from legislation, management philosophy and organizational values, are touchstones which enable managers to exercise judgement in a variety of situations.

The following principles guide human resource management in government:

Merit

The principle of merit means that decisions about appointments and pay are based on an unbiased assessment of one's competencies (e.g. knowledge, skills and abilities). This principle is derived from The Civil Service Act.

Fairness

Fairness refers to conduct that is unbiased, just and honest. It may also mean treating employees consistently. The principle of fairness, enshrined in The Labour Relations Act, is fundamental to employee relations.

Diversity

Diversity recognizes that people have individual characteristics that make them distinct from others, including age, language, culture, ethnicity, skills, gender, abilities, talents and perspectives. Diversity enriches an environment by facilitating the exchange of different perspectives and ideas.

Equity

Equity means applying the principles of justice to correct or supplement employment practices to redress disadvantages experienced by individuals in the workplace. Employment equity is achieved when organizations are representative, fair, inclusive, diverse and respectful of differences. Equity sometimes means treating people the same in spite of their differences. It can also mean treating people differently as a means to achieve equality. This principle is enshrined in The Charter of Rights & Freedoms and The Manitoba Human Rights Code.

Reasonableness

Reasonableness means conduct which is sensible, in moderation and based on sound judgement. The principle of reasonableness is a key concept in The Labour Relations Act and The Manitoba Human Rights Code.

Transparency

Transparency refers to policies that are clear, frank and accessible. It also refers to conduct being free from pretense or deceit. It encompasses the principles of access to information embodied in The Personal Investigations Act and The Freedom of Information and Protection of Privacy Act.

Natural Justice

Natural justice means that all administrative procedures are fair and are perceived to be fair because due process has been followed.

Public Interest

The public interest is served when all actions and decisions of public officials and managers are based on merit, fairness and reasonable consideration of the public's need for service, efficiency, effectiveness, representation and access to information and opportunities. This principle is fundamental to The Civil Service Act.

Policies are rules, documented as standards of conduct. They are derived from principles and legislation and designed to help managers decide the right course of action for a specific situation.

0- 3 Philosophy of Human Resource Management

The management philosophy of the Manitoba Government is based on fundamental concepts outlined in another publication, The Management Practices Guide. These concepts include the following:

1. People are the most valued asset in the Manitoba Government. Government's employees are managed with diligence and respect. Managers should demonstrate an honest commitment to using the full potential of every employee and encourage employees to realize their potential.
2. Effective management creates a goal-oriented atmosphere resulting in excellent service to the public. Managers work efficiently with assigned employees to achieve results so that the public enjoys maximum value for each tax dollar spent.
3. Each manager's outlook must be corporate. By looking beyond the boundaries of their specific areas of responsibilities, managers are able to align their organization's efforts with broader government and departmental objectives.
4. Managers are change agents, initiating better methods and managing the process of change.
5. Human resource planning is a key element of strategic planning, resource allocation and operational planning.

0- 4 Legislative Framework

The primary legislative framework for human resource management in government is The Civil Service Act. The underlying legislative framework which is paramount to the The Civil Service Act includes:

- The Canadian Charter of Rights and Freedoms which guarantees equality and mobility rights and freedom from unreasonable discrimination.
- The Manitoba Human Rights Code which prohibits unreasonable discrimination on matters relating to employment. The Code prohibits systemic discrimination and requires managers to make reasonable accommodation of differences related to <characteristics prohibited by the Code>. It explicitly allows for Employment Equity programs.

Other legislation which impacts on human resource management:

- The Employment Standards Act sets out minimum working conditions for all

individuals employed in Manitoba.

- The Labour Relations Act promotes fair labour practices.
- The Personal Investigations Act establishes requirements for consent and disclosure in investigations related to employment.
- The Freedom of Information and Protection of Privacy Act provides individuals with rights to access information about themselves and government administration except in specified situations.
- The Civil Service Superannuation Act
- The Workers' Compensation Act
- The Workplace Safety and Health Acts.

In addition, some employees are governed by applicable collective agreements which outline the terms and conditions of employment. The Regulation respecting Conditions of Employment under The Civil Service Act outlines the terms and conditions of employment for employees outside a bargaining unit.

0-5 Scope & Application

The policies contained in Principles & Policies for Managing Human Resources apply to all departments. While departments may implement a supplementary policy if necessary, the Civil Service Commission policy is paramount and provides the corporate standard.

These policies do not govern crown corporations, agencies, colleges or non-governmental organizations. However, these organizations are welcome to adapt these policies for their organizations' specific needs.

All managers in the Government of Manitoba are responsible for applying the policies contained in Principles & Policies for Managing Human Resources. If managers need additional guidance in applying these policies, Human Resources and the Civil Service Commission will provide technical expertise and policy interpretation. The Civil Service Commission evaluates departments' Human Resource programs to ensure accountability for applying these policies appropriately under their delegated authorities.

0- 6 Authorization

The policies in this manual are prepared by the Civil Service Commission and approved by

the responsible authorities under a Civil Service Commission minute. In the event of a conflict between the electronic copy and the hard copy, the hard copy authorized by Civil Service Commission prevails. Only the Civil Service Commission can authorize policies for this manual.

**Approved by Civil Service Commission Board, CSC Minute #15-97/98-11.
Cabinet Minute #16, of February 11, 2004**