

TOPIC STAFFING PRINCIPLES

POLICY Selections are based on merit, fairness and equity and are made in the public interest.

QUESTIONS & ANSWERS

1. How are the principles of merit, fairness and equity defined?
2. What is the public interest in staffing?
3. Who is responsible for ensuring these principles are upheld?
4. How do we know when the merit principle was upheld in staffing?
5. How is the equity principle applied in staffing?
6. What evidence is there that a staffing action is fair?

AUTHORITY

- *Civil Service Act*. Section 13(1)(2)
- The Manitoba Human Rights Code 9(1)
- The *Canadian Charter of Rights and Freedoms* Section 15
- GEMA 8:02
- Civil Service Commission Board. Minute CSC 14-96/97-11

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QUESTIONS AND ANSWERS

1. *How are the principles of merit, fairness and equity defined?*

Merit refers to the closest possible match between the <needs of the organization> and the knowledge, skills, abilities, experience and personal attributes of a candidate. See also Indicators of merit in staffing, Q4.

Fairness refers to a staffing process that is unbiased, impartial, just and honest and that treats all candidates consistently. See also Indicators of fairness in staffing, Q5.

Equity refers to the collective results of our staffing actions: a workforce that is representative of the Manitoba's labour force and the population we serve. The concept of equity has evolved from "treating everyone the same" to "accommodating differences". See also Indicators of equity in staffing, Q6.

2. *What is the public interest in staffing?*

The needs of the public include service, cost effectiveness, representation and access to employment information and opportunities. The public interest is served when selection decisions are based on merit and are free of nepotism, patronage or partisanship.

3. *Who is responsible for ensuring these principles are upheld?*

Anyone who makes or participates in a staffing decision is responsible for upholding the staffing principles. Each member of the selection board is responsible to ensure the staffing principles are upheld. In addition, the chair of the selection board is responsible to ensure all obligations under legislation, policy and collective agreements are met.

The Human Resource Director and the Deputy Minister are accountable to the Civil Service Commission Board for ensuring the principles are upheld in accordance with the <staffing delegation> agreement.

4. *How do we know when the merit principle is upheld in staffing?*

The following indicators show that the merit principle is upheld in staffing:

- The selection criteria are directly related to the requirements of the position and the <needs of the organization>.
- Assessment methods effectively draw out the information necessary to make a criteria-based choice.
- The selection decision reasonably reflects the criteria.

- Merit is determined by an objective process
- Past performance is considered.
- Competitions are advertised.
- Organization and client needs are considered in the decision to promote or transfer from within rather than appoint from outside government.

See also Selection Criteria Policy 2.1.1 and Assessing Candidates Policy 2.3.2.

5. How is the equity principle applied in staffing?

The following indicators show that the equity principle is applied in staffing:

- There is no direct or indirect discrimination. Candidates are assessed on their merits.
- <Credential barriers> are removed by naming the specific knowledge required rather than the conventional method of acquiring that knowledge.
- Qualifications are reasonable and <bona fide occupational requirements> and are barrier-free.
- Employment Equity is a factor in the staffing process.
- <Accommodation> is made upon request.

Ultimately, the measure of equity in the staffing process is a civil service that is representative of the public we serve at all levels of the organization. See also Employment Equity Policy 1.5 and Employment Equity in Staffing Policy 2.1.3.

6. What evidence is there that a staffing action is fair?

The following indicators show that the principle of fairness is upheld in the staffing action:

- All candidates are screened and rated against the same criteria using the same rating considerations.
- All candidates are given equal opportunities to demonstrate their skills.
- The process is free of <bias> and apprehension of bias.
- The process is free of political and administrative interference.
- All candidates are advised of their status and given reasons for non-selection upon request.
- Redress mechanisms are available. See also *Civil Service Act* 13(8) and GEMA 51.
- The staffing action conforms to relevant legislation and collective agreements.

COMMENT BOXES

Accommodation

See Reasonable Accommodation Policy 3.1.3.

Authorized Commission Officer An authorized commission officer is a person in a department who has been delegated staffing authority by the Civil Service Commission. Generally, the authorized commission officer is the Director of Human Resources and any other person to whom the Director delegates with staffing authority.

Bias Bias refers to prejudice or unfair influence based on personal interest. Bias or the apprehension of bias justifies setting aside a competitive appointment.

Bona Fide Occupational Requirements Defined in Selection Criteria Policy 2.1.1

Credentialism barriers Defined in Barrier Free Employment Advertising Guideline 2.2.3

Employing Authority *Civil Service Act* 1(1) "employing authority"

Needs of the Organization An organization needs employees who can perform the position functions in an effective, efficient and safe manner. In staffing, these needs are expressed as selection criteria. The selection criteria should be aligned with the organization's strategic direction, as articulated in its mandate, values, strategic planning, human resource planning and Employment Equity planning. In addition, the selection criteria must assist the organization in meeting its corporate responsibilities with respect to re-employment, Employment Equity and French Language Services. Selection criteria can also reflect the organization's future need for well qualified employees at higher levels in the civil service. See also *Civil Service Act* 13 (1)c and Selection Criteria Policy 2.1.1.

Staffing delegation The Civil Service Commission delegates the authority to make appointments to departments under specific terms and conditions. A person in a department who has been delegated staffing authority by the Civil Service Commission is called an <authorized commission officer>. This differs from an <employing authority> whose authority is delegated from the Deputy Minister.