

A Values-Based Merit Framework and Fairness in Selection: Issues from the Employee Survey

A Presentation by

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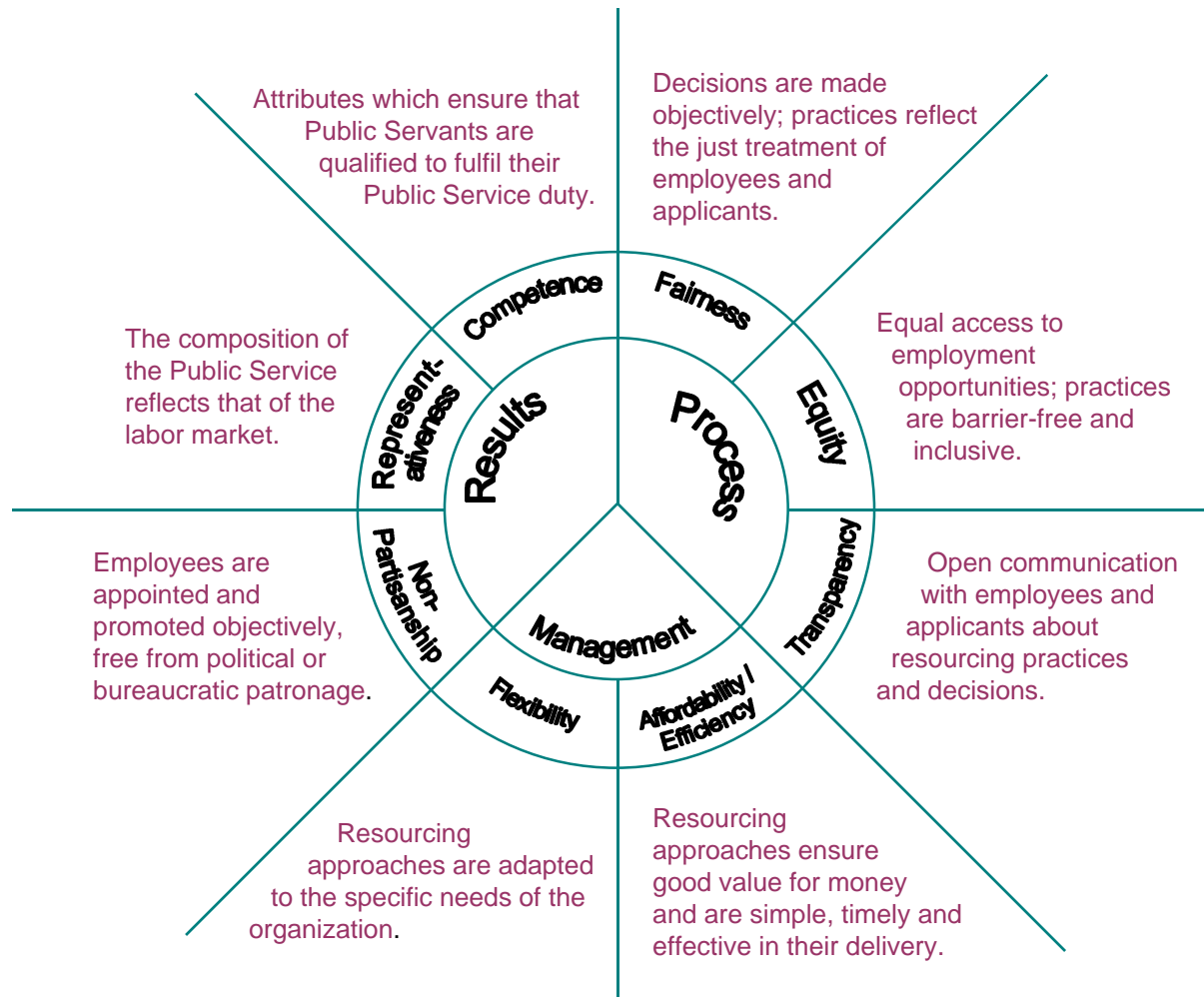
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Objectives of the Analysis:

- Examine the Employee Survey with respect to why 30% saw the selection process as unfair
- Look at the responses in terms of PSC framework for staffing system improvements other information about the staffing system

Merit Values and Management Principles: Explanation



Fairness and Merit Values:

- Fairness is a key process value
 - it is aimed at ensuring decisions are made objectively: and that practices reflect the just treatment of employees and applicants
- Fairness covers a number of elements related to selection processes including:
 - initial appointment
 - opportunities for upward and lateral mobility
- For employees, likely linked to:
 - transparency
 - perceived outcomes: competency, etc.
- Employee Survey is one of a number of instruments used to look at fairness in selection. Other research includes:
 - Study: Recourse Causes and Impacts
 - Promotions Study - in draft
 - demographic and forecasting studies on representation
 - current work of the PSCAC on Mobility

Focus of our analysis: those who see selection as unfair

- Workplace issues associated with perceptions of fairness
- Where they work
- Demographic characteristics that correlate with perceptions of fairness

Perception of Fairness Correlates with Other Workplace Issues

- People who saw selection as unfair:
 - Lacked confidence in management/transparency
 - much less likely to believe management would resolve the concerns raised by the survey (20% vs 55%)
 - less likely to believe we operate in an open and honest way (63% vs 92%)
 - Saw less fairness in other HR and work processes
 - hire people who can do the job (40% vs 91%)
 - have a fair chance of promotion (24% vs 61%)
 - supervisor allocates work fairly (54% vs 86%)
 - supervisor keeps promises (59% vs 89%)
 - classification is fair (31% vs 55%)
 - Saw organization as inconsistent
 - unstable (66% vs 37%)
 - changes priorities (61% vs 42%)

(See annex A)

Perception of Fairness Correlates with Other Workplace Issues

- Experienced developmental/career frustrations
 - half as likely to believe their department supports career development (30% vs 65%)
 - half as likely to feel they had the opportunities to develop skills (40% vs 75%)
 - are less likely to be satisfied with their career in the PS (51% vs 81%)
 - three times more likely to have been denied a developmental assignment (31% vs 11%) but more likely to have requested an assignment (47% vs 34%)

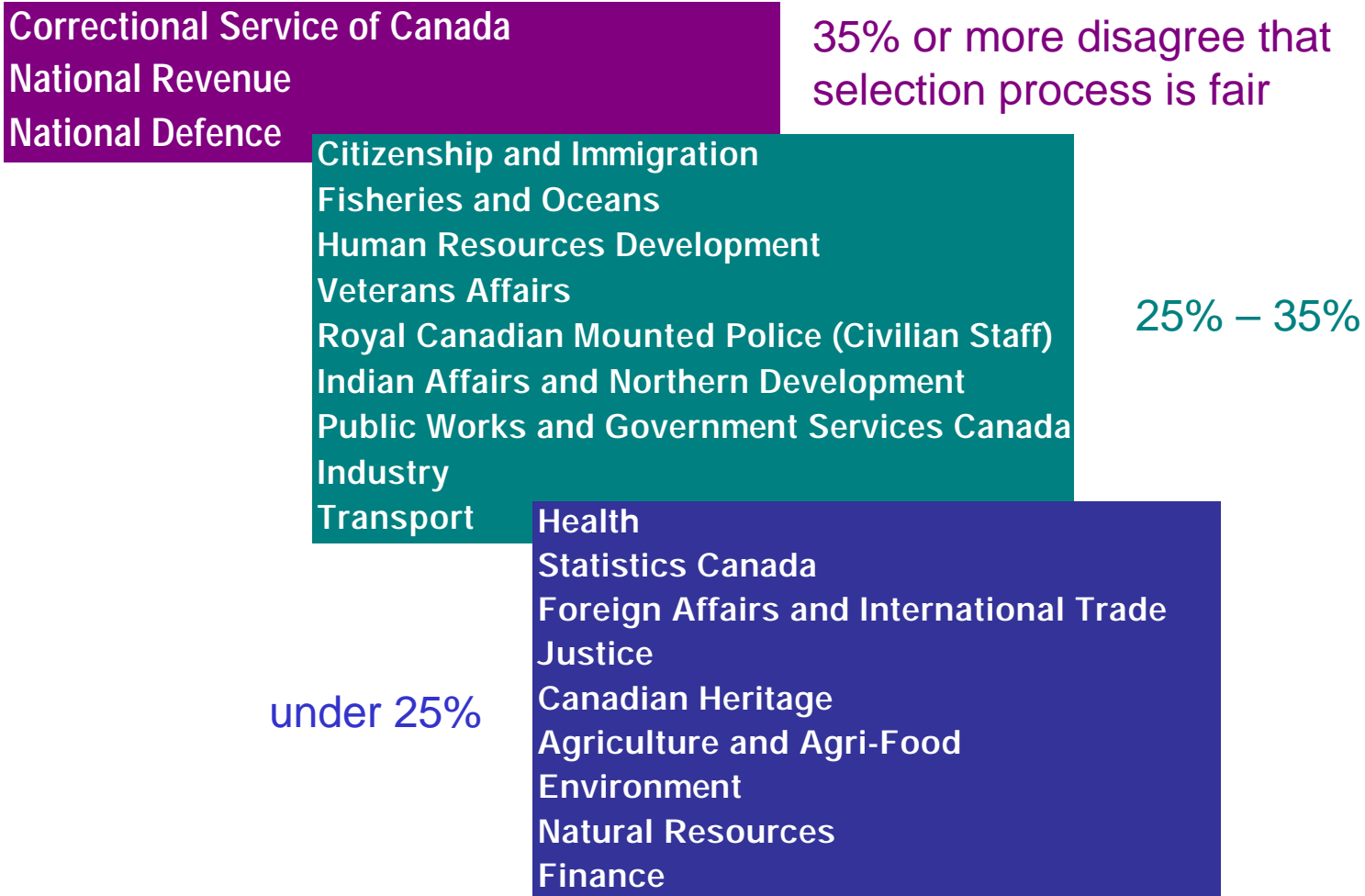
(See annex A)

Perception of Fairness Correlates with Other Workplace Issues

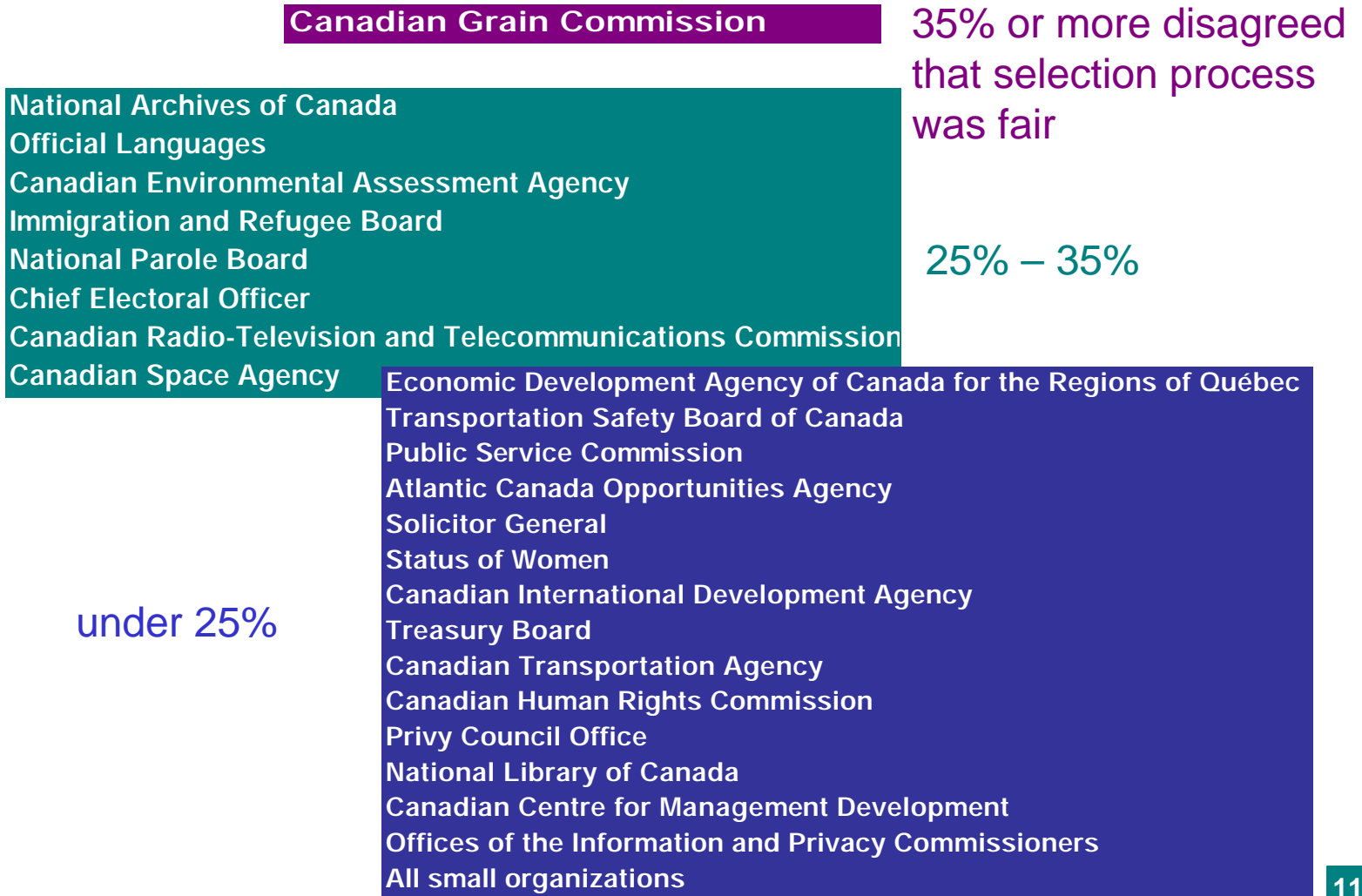
- Were unhappy with their supervisor and not as likely to feel:
 - they are adequately recognised for their work (47% vs 80%)
 - they are kept informed by their supervisors (51% vs 83%)
 - their supervisor helps them determine their learning needs (33% vs 65%) or help to develop their career (27% vs 63%)
 - that their supervisor provides useful feedback (43% vs 74%)
 - can disagree with supervisor (60% vs 87%)
 - encouraged to be innovative (33% vs 59%)
 - treated with respect (76% vs 95%)
- Felt workplace was uncomfortable
 - three and a half times more likely to say they have experienced discrimination in the workplace (36% vs 10%)
 - three times more likely to say they have experienced harassment (35% vs 12%)
 - less likely to say their workplace is accepting (74% vs 95%)
- Felt disempowered
 - they have less say in how work is distributed (21% vs 56%) and less say in decisions (37% vs 54%)
 - less likely to feel their suggestions are taken seriously (61% vs 90%)

(See annex A)

Perception of Fairness Varies by Department



Perception of Fairness for Various Agencies



Perception of Fairness Varies by Employee Grouping

- Selection seen as unfair for 30% overall, but is higher for *:
 - some Equity Groups
 - **Persons with Disability (39%)**
 - **Visible Minorities (38%)**
 - lower salaries (below 39k: 34%)
 - certain categories (operational 45%)
 - longer tenure in position (20 years+: 40%)
 - certain geographic regions (Ontario 38%) and departments
- Selection seen as unfair is lower for *:
 - Executives (7%)
 - higher salaries (60K+: 21%)
 - new entrants (less than 3 years: 20%)
 - university graduates (26%)
 - NCR employees (26%) and persons employed outside Canada (12%)

* 10% is the amount of difference deemed significant by TBS. See annex B for details.

Preliminary Conclusions

- Emerging from these and other analyses, several profiles of those who see selection as unfair
 - with little belief in transparency, management goodwill and general fairness
 - with specific concerns about supervisors
 - in certain departments and/or uncomfortable work environments
 - frustrated by lack of career development and mobility support
 - less educated, lower paid, in operational jobs
 - possibly, visible minorities and persons with disabilities

Staffing System Only Part of the Problem

We know that:

- Relatively few staffing actions appealed
 - less than 5% of appointments are appealed
 - 14.7% of appeals are founded, representing less than 1% of all staffing actions
- Appellants seek recourse based on discontent that runs deeper than dissatisfaction with staffing action
- Employees typically appeal because they are unhappy with
 - management style, organisational culture and workplace environment
 - lack of communication
 - less often the process itself (transparency, fairness, preferential treatment, perceived discrimination)

Fairness to Equity Groups is Part of the Problem

- We know that:
 - equity groups were disadvantaged in promotions over a 10- year period
 - disadvantage varies by occupational groupings for different EE groups
- Current recruitment and promotion practices insufficient to achieve representative PS in short term

Positioning Selection Issue: Further Analysis Needed

- What we need to do/hope to understand more deeply
 - What is needed to change perceptions of unfair selection?
 - What would be the impact of addressing?
 - correlated issues such as harassment and discrimination?
 - lack of career development support and opportunities?
 - supervisory trustworthiness, openness and management practices?
 - aspects of the staffing system?
 - other issues?

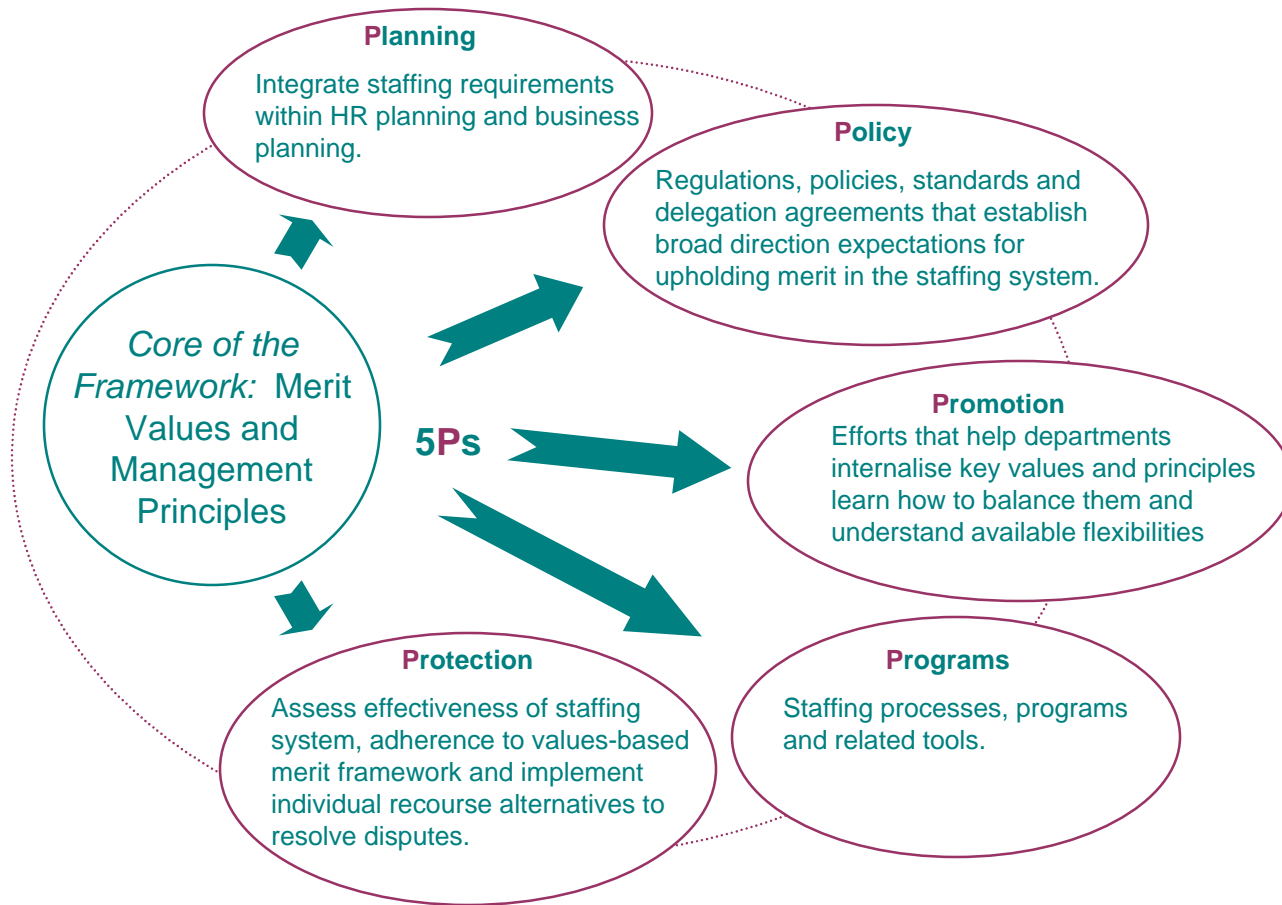
Positioning Selection Issue: Further Analysis Needed (cont.)

- Are those who see a lack of fairness clustered or scattered?
 - if clustered, direct intervention in clustered areas may yield greatest improvements
 - if scattered, then best levers may deal with outreach to the “stuck” employees
- Are “stuck” employees
 - too uneducated, under-qualified to move?
 - poor performers?
 - poorly managed?
- Is perceived lack of fairness
 - a cause?
 - a consequence or symptom of deeper issues?

Positioning Selection Issue: How Is the PSC Responding?

- What PSC can do:
 - improve and streamline staffing and recourse eliminate unnecessary rules, steps, etc.
 - find and educate on best practices in staffing
 - hold departments to account for process and results of their staffing regimes
 - report to Parliament on what we see working well or poorly the staffing system
 - join with others to address the issues outside PSC mandate
- But DMs and managers have key tools for workforce commitments

What Tools Can Help Improve Fairness?



Supporting Initiatives

Policy change:

- PSEA regulatory reform – streamline, simplify and increase flexibility in rules and regulations governing Public Service staffing

Promotion activities:

- Smart Shops and Values-Based staffing workshops – to acquire skills to internalize values and share best practices in staffing
- Training that emphasises values in staffing

Program improvements:

- Strengthen PSC programs in areas of recruitment, representativeness and learning

Supporting Initiatives

Protection enhancements:

- Enhanced accountability tools so that PSC and departments can fulfil their obligations re: health and the staffing system
- Modernising the recourse function through mediation and early intervention to resolve appeals

Planning supports

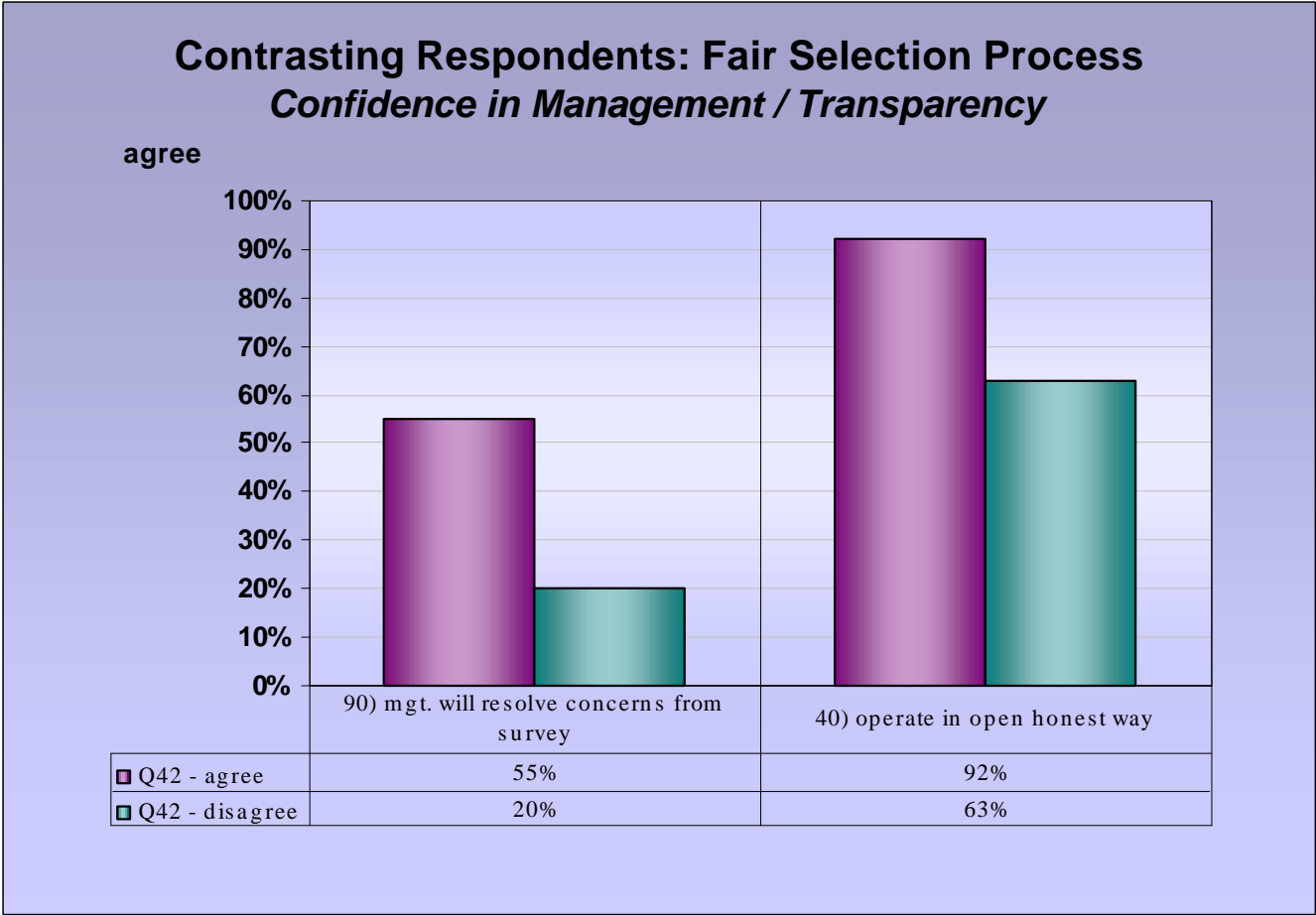
- Modelling future workforce requirements
- Planning recruitment strategies

PSC is Concerned About More Than Issues Implicated in Selection Fairness

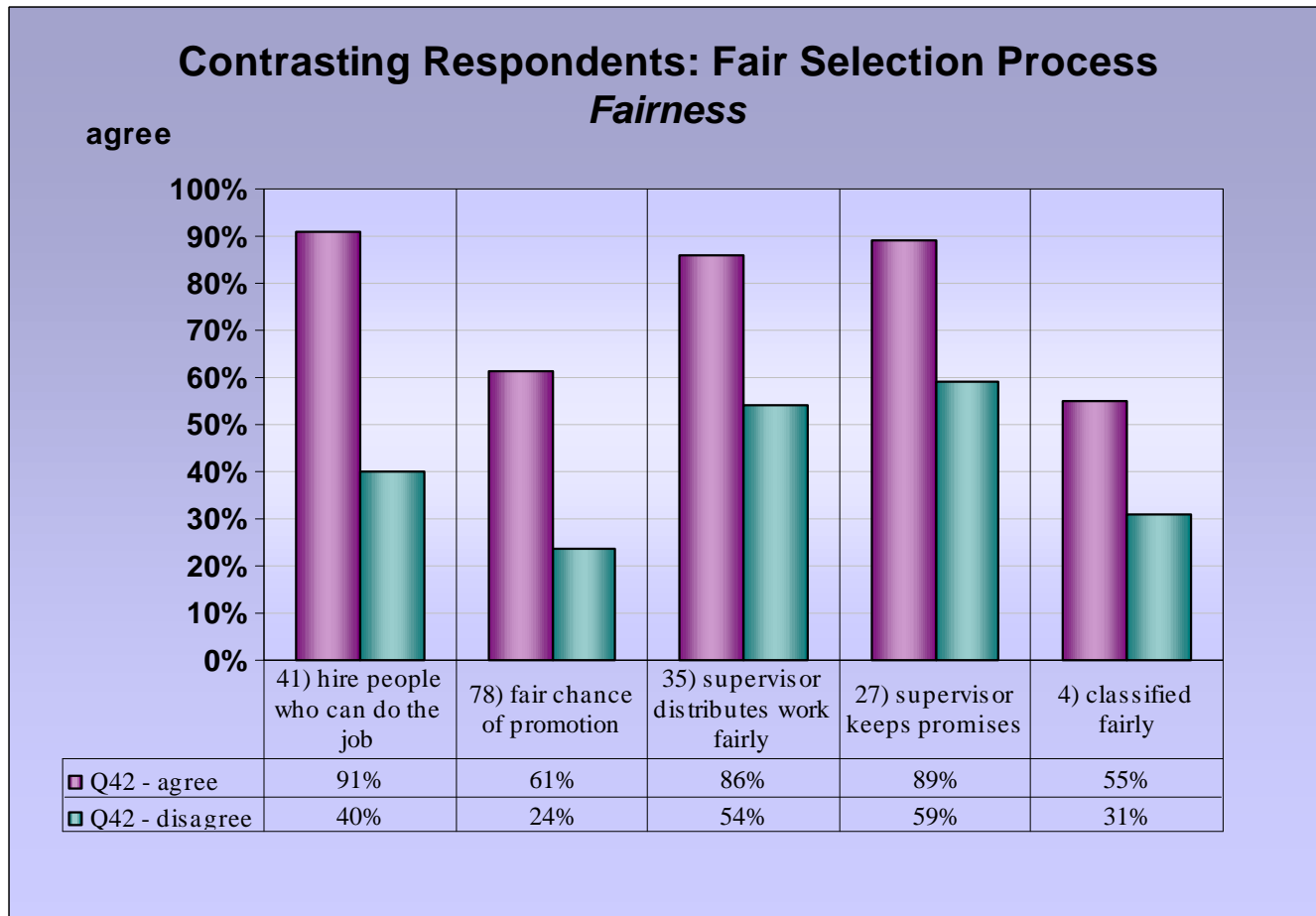
- Concerns from training and development programs' perspective
- Concern related to recruitment, retention and workforce planning
 - extensive recruitment, promotion and retention pressures for next 10 years
- Recruitment in context of tight labour markets, aggressive employment branding, fierce competition for knowledge workers
- Key talents attracted and retained by workplace practices and reputation
- Believe that emphasizing and living values is key to improving workplace

Annex A: Fairness - Workplace Issues

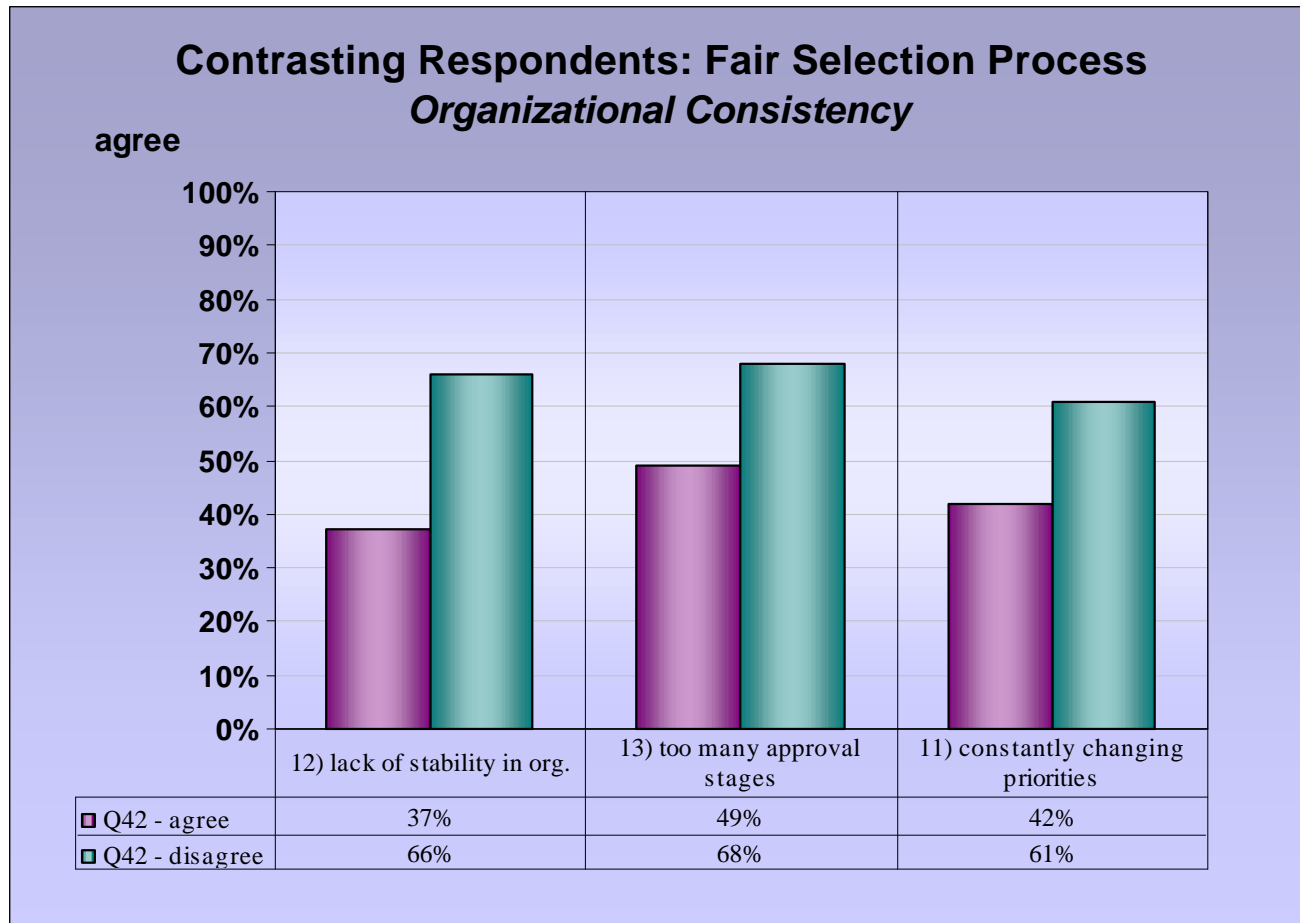
Confidence in Management and Transparency



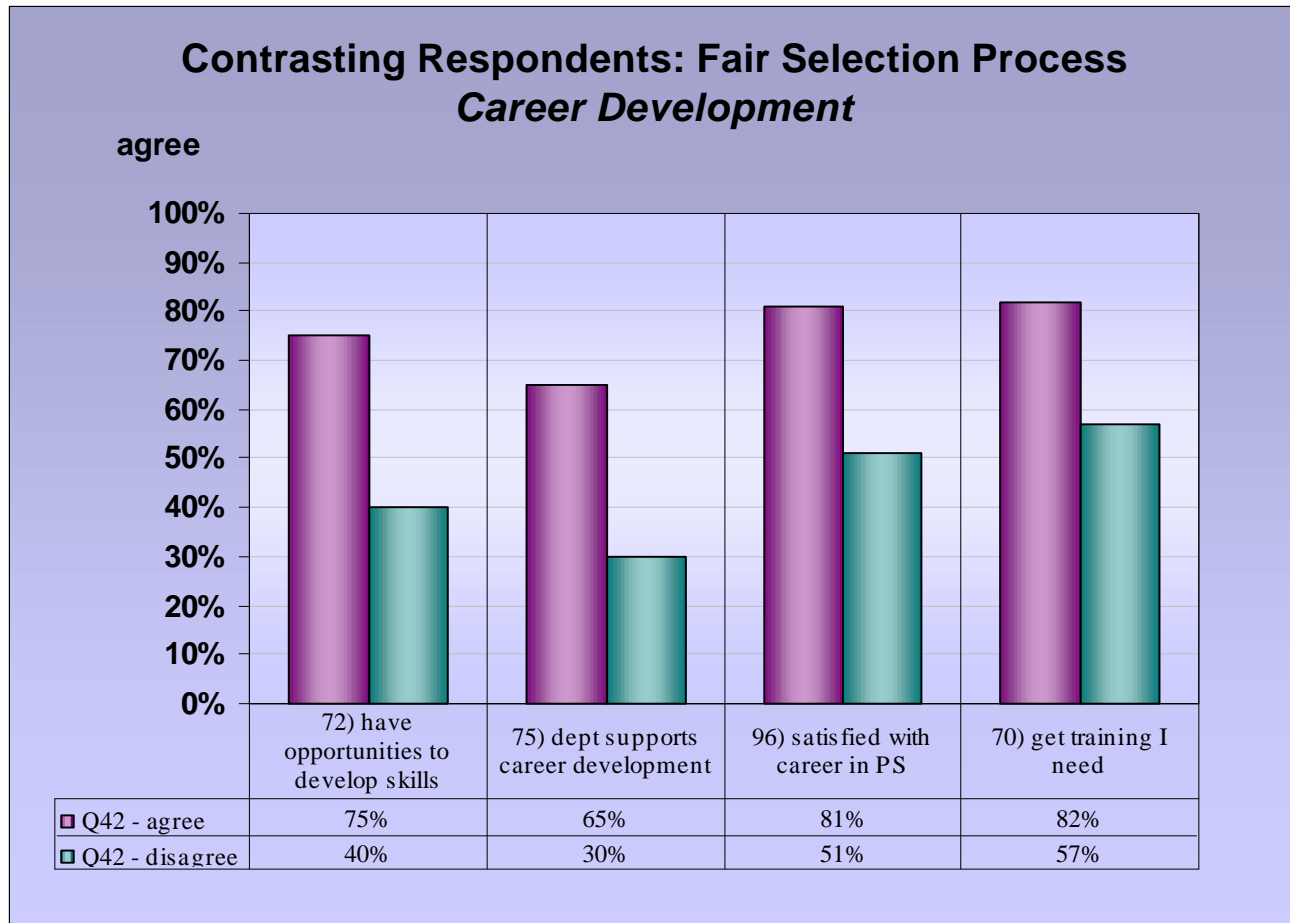
Fairness



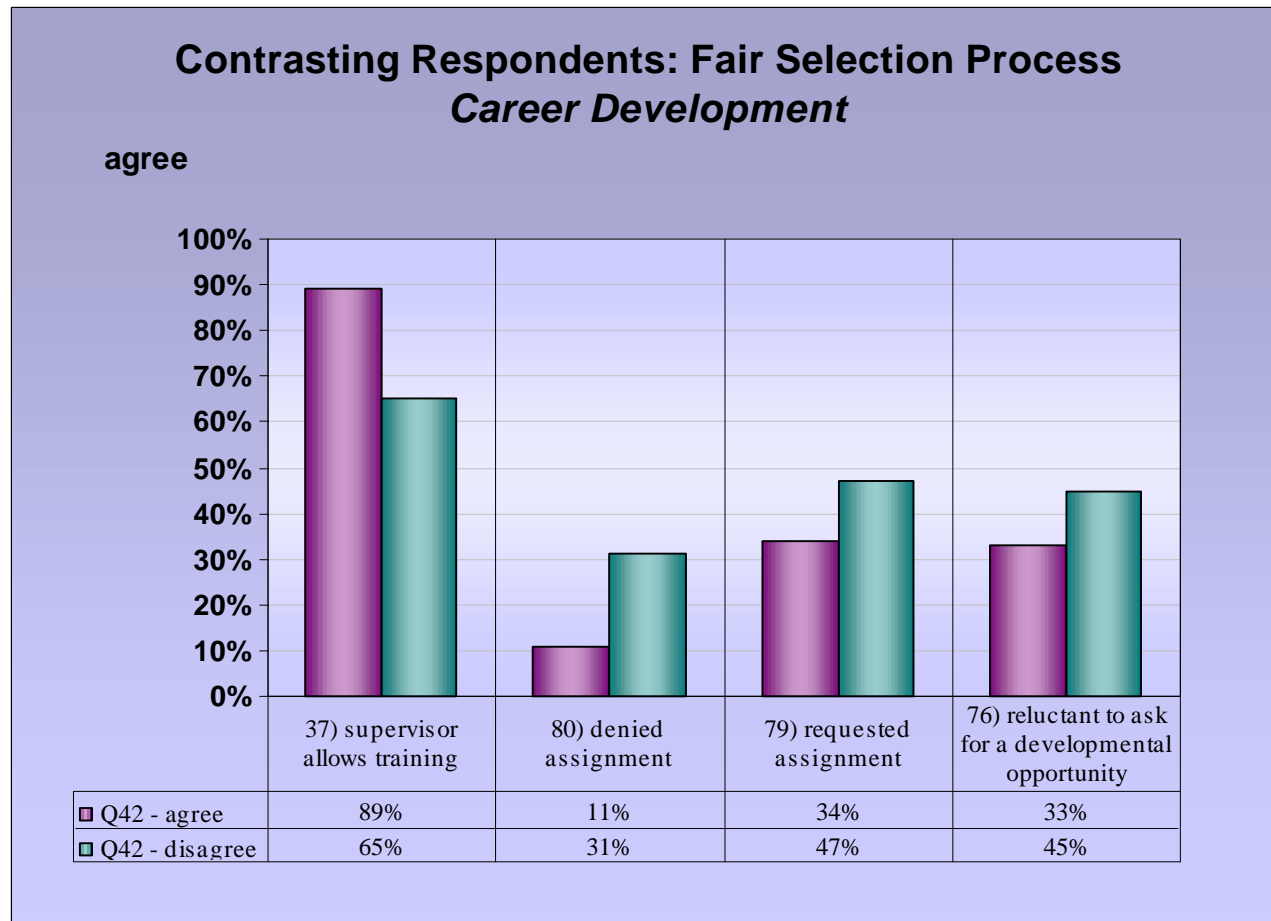
Organizational Consistency



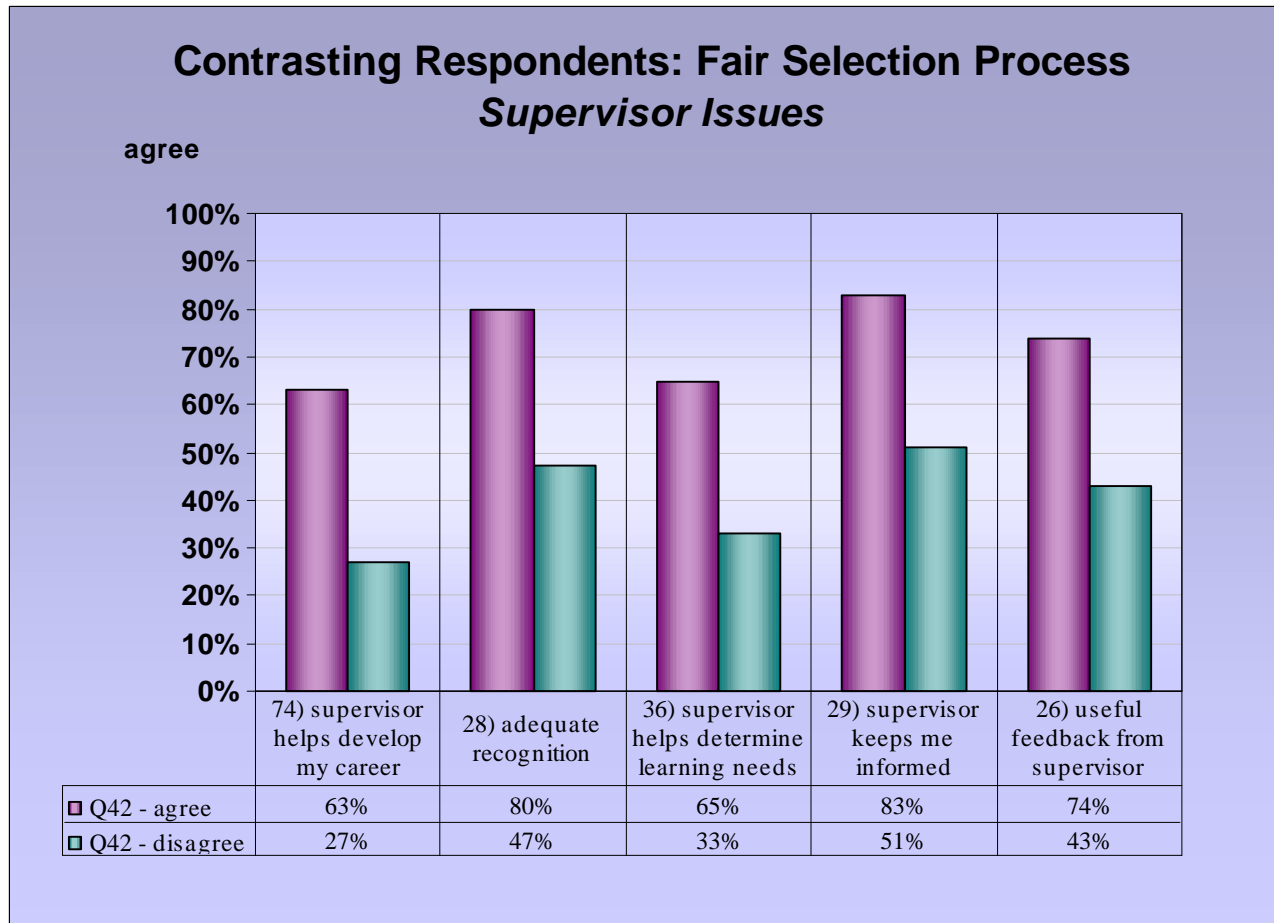
Career Development



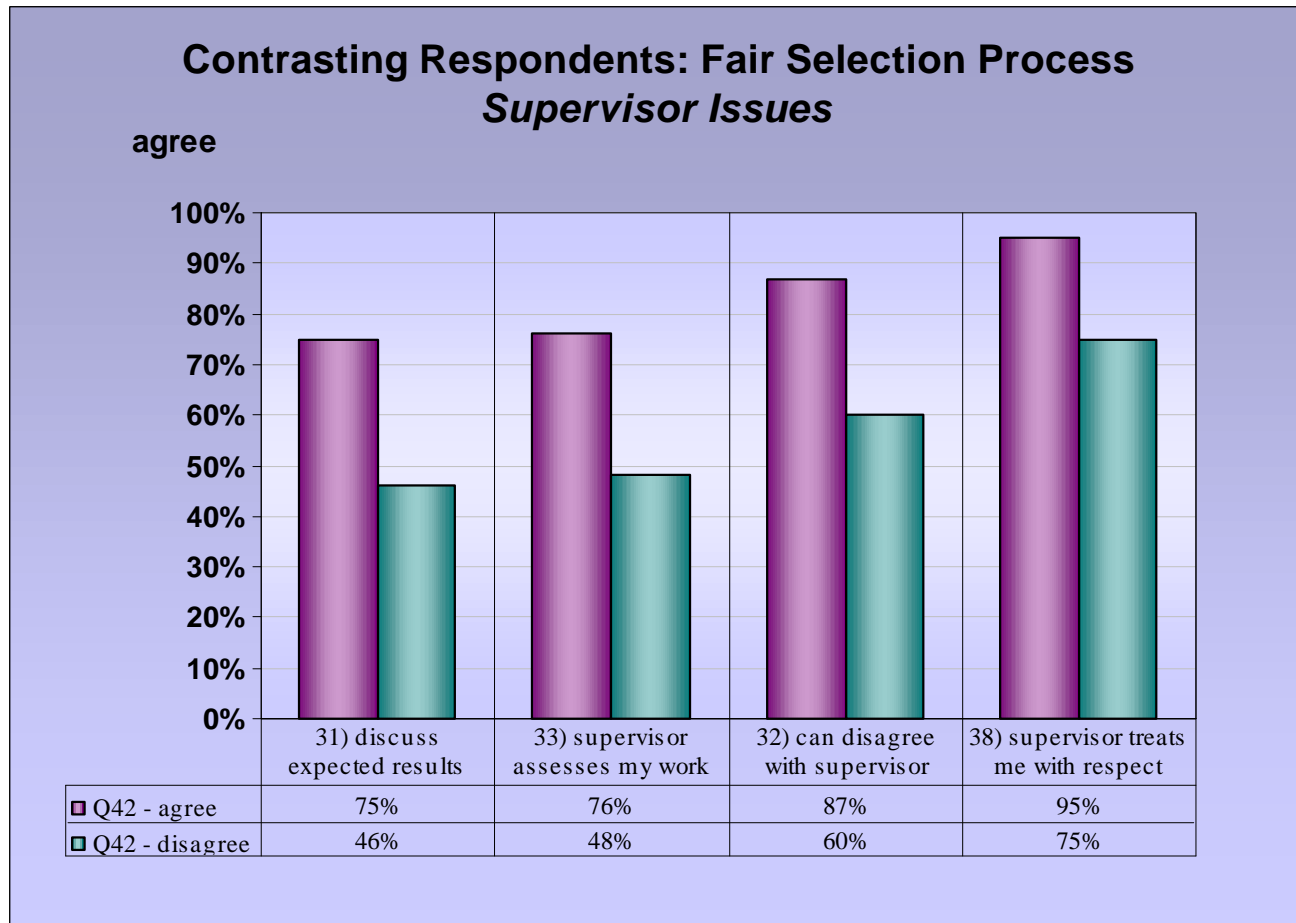
Career Development



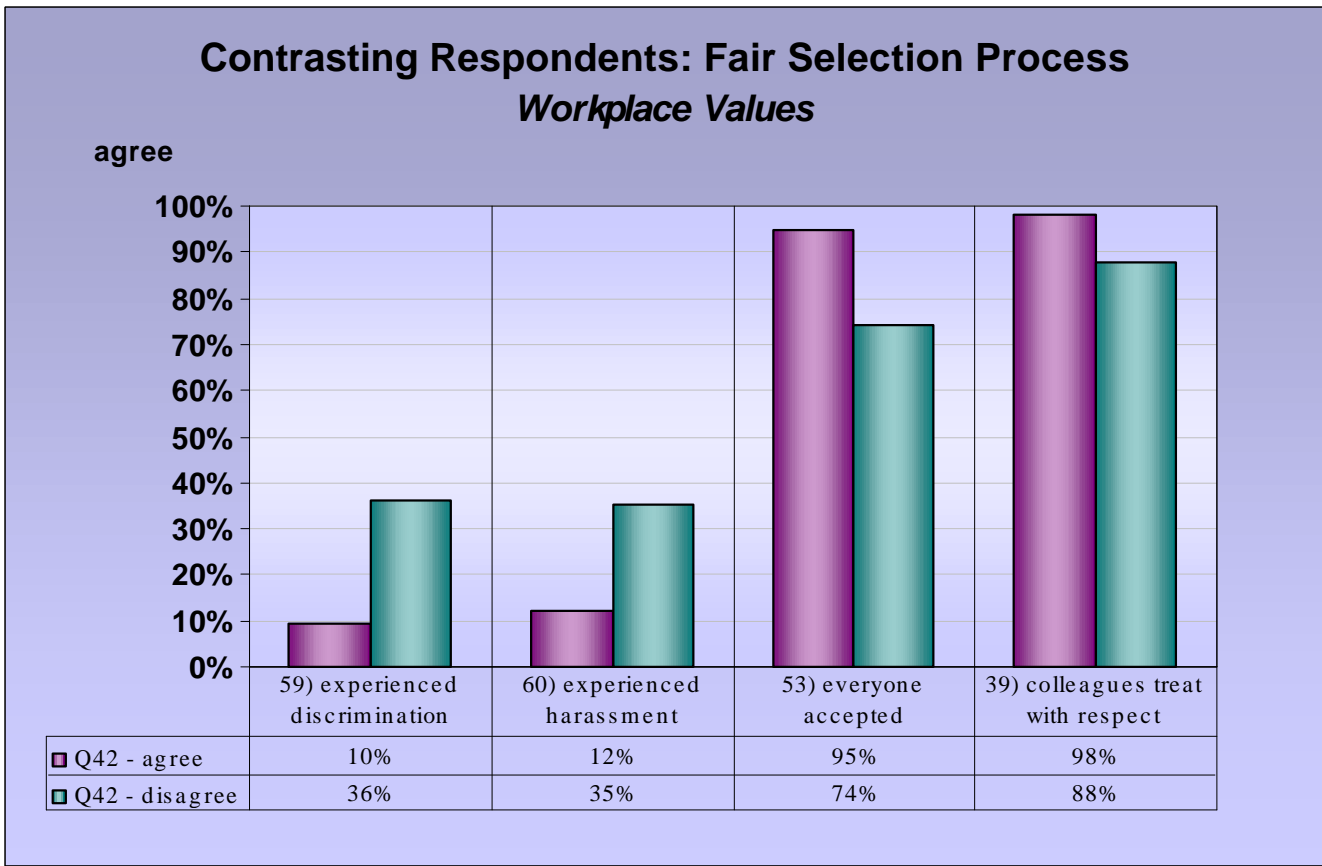
Supervisor Issues



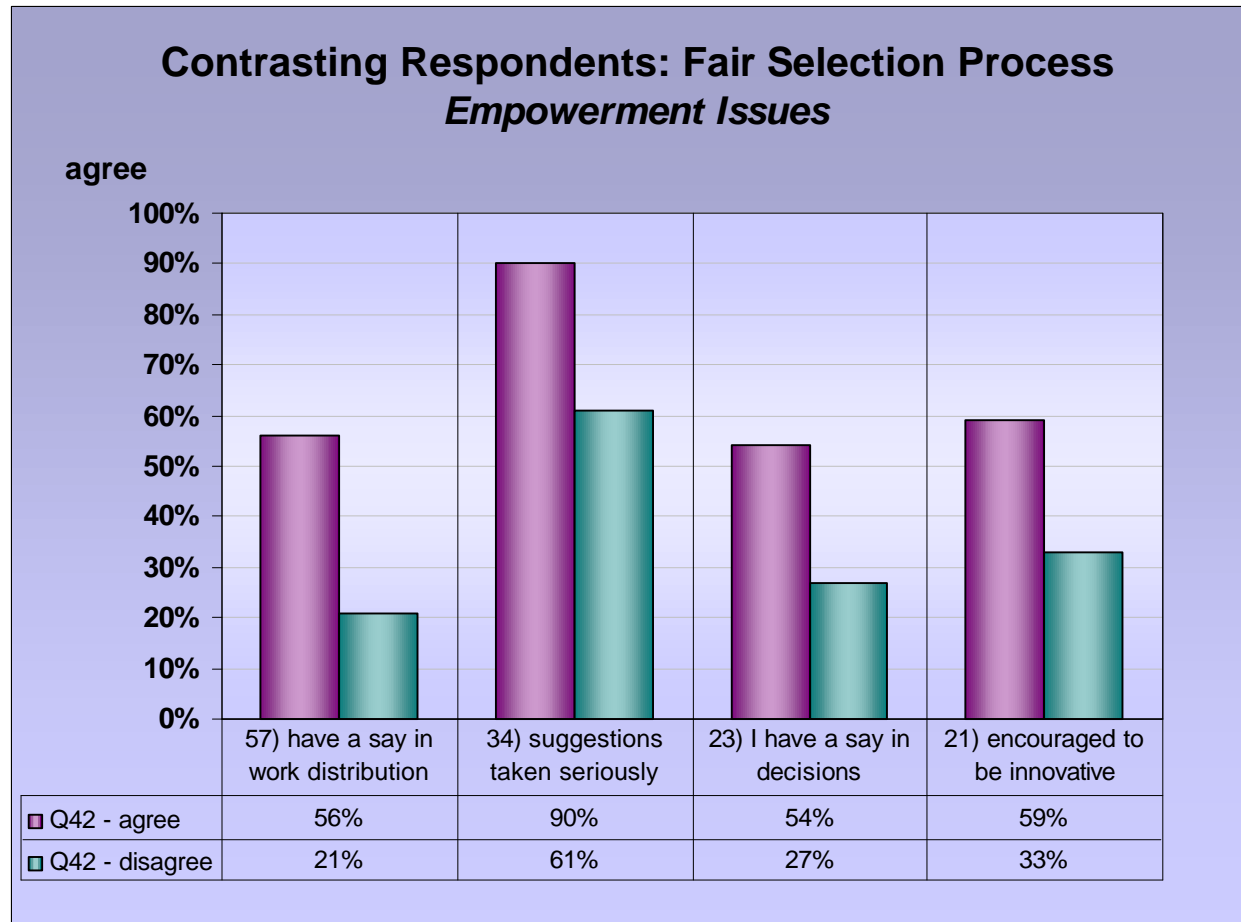
Supervisor Issues



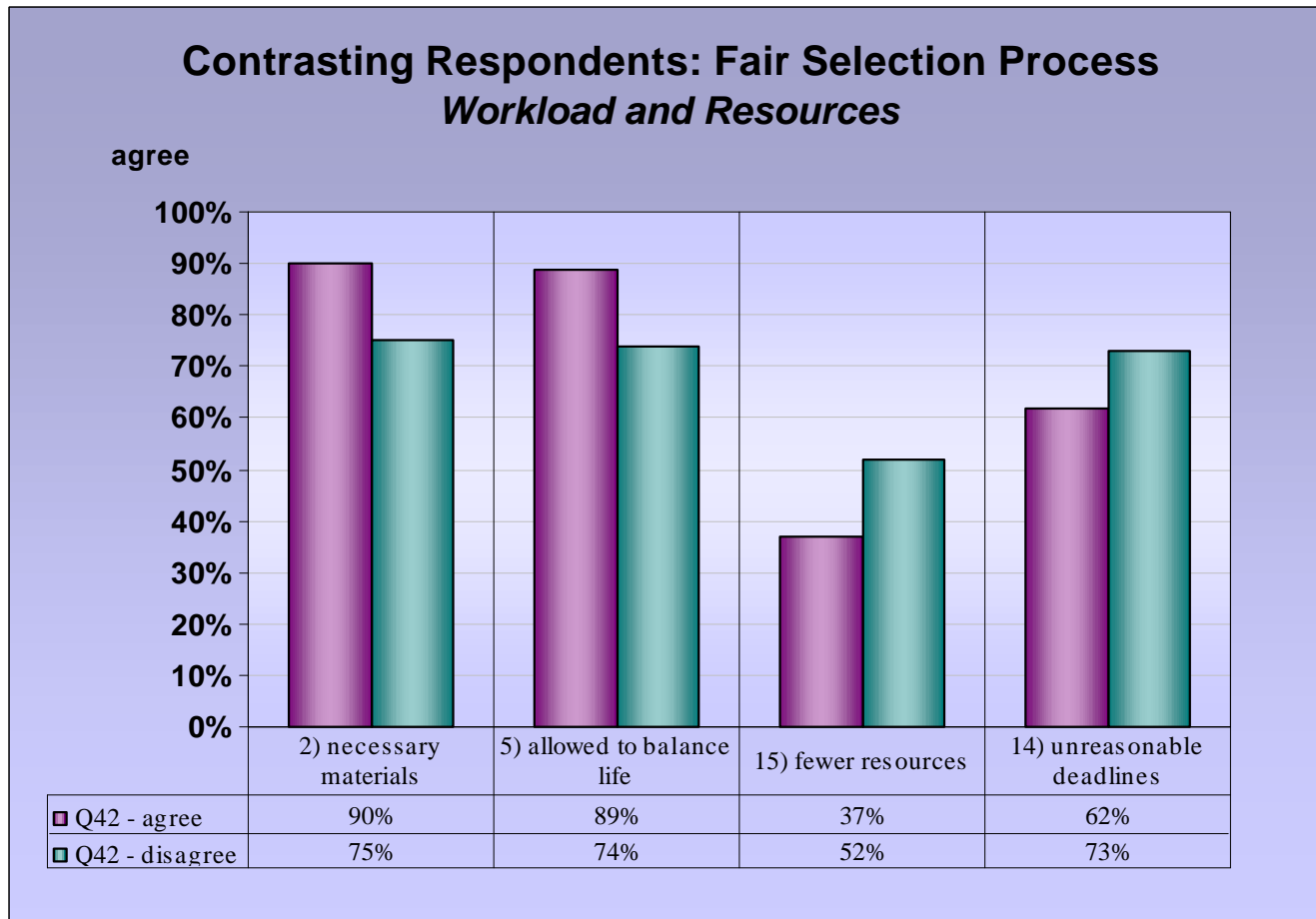
Workplace Values



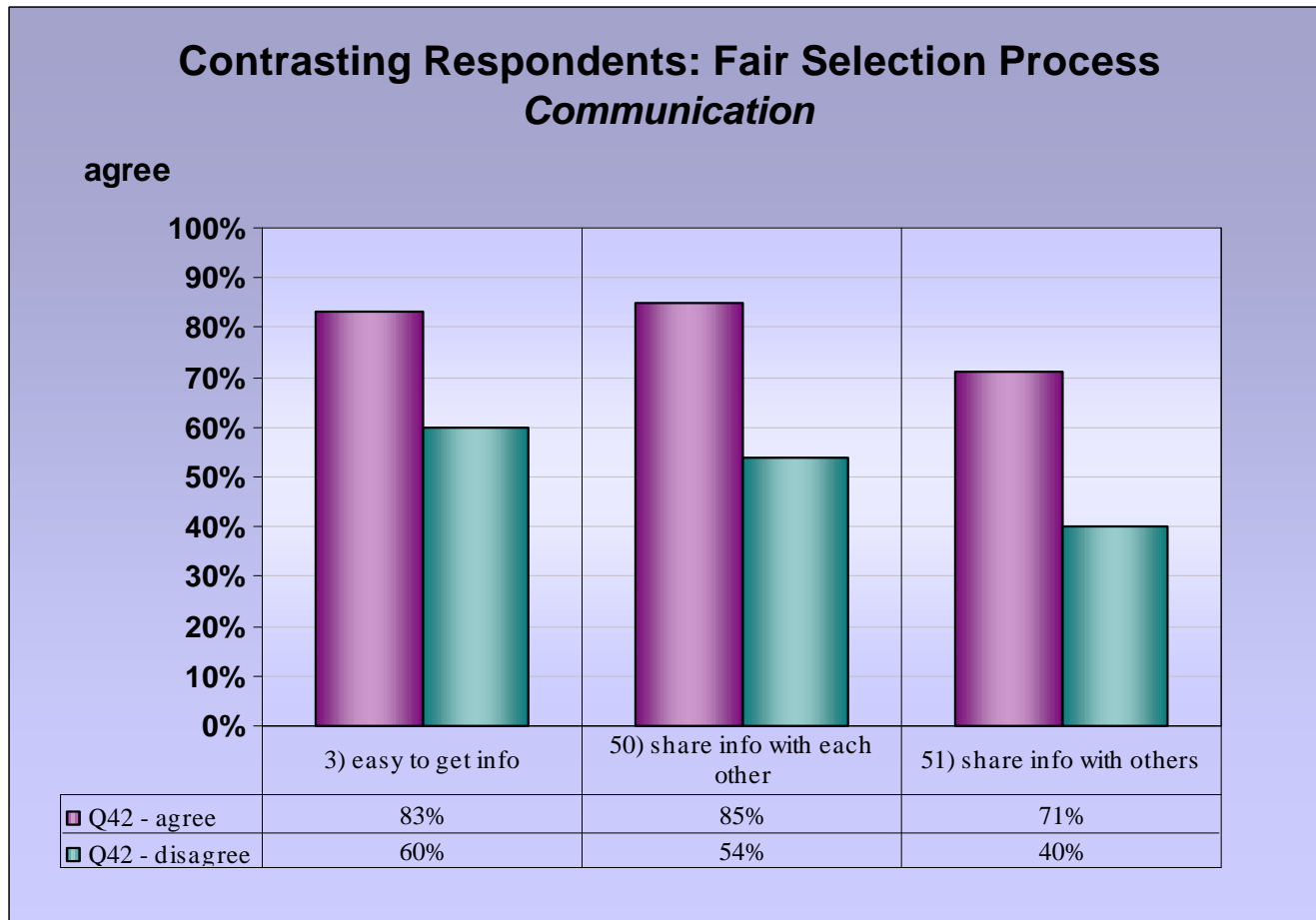
Empowerment



Workload and Resources



Communication



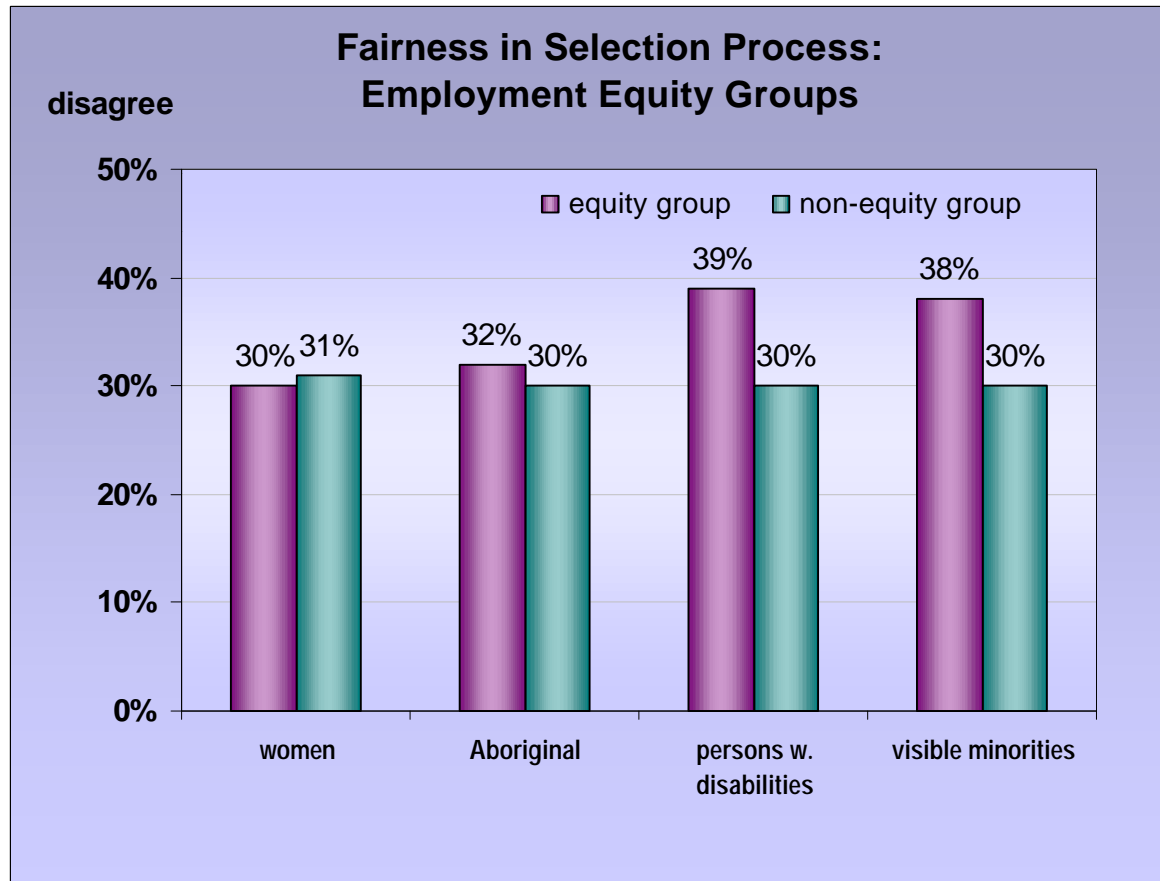
Survey Items by Fair Selection Question: gaps of 10 percent or greater

	Fair Selection Process		
	agree	disagree	gap
agree			
41) hire people who can do the job	91	40	-51
78) fair chance of promotion	61	24	-38
74) supervisor helps develop my career	63	27	-36
90) mgt. will resolve concerns from survey	55	20	-35
72) have opportunities to develop skills	75	40	-35
75) dept supports career development	65	30	-35
57) have a say in work distribution	56	21	-34
28) adequate recognition	80	47	-33
36) supervisor helps determine learning ne	65	33	-33
35) supervisor distributes work fairly	86	54	-32
29) supervisor keeps me informed	83	51	-32
44) work as team	84	52	-32
26) useful feedback from supervisor	74	43	-31
50) share info with each other	85	54	-31
51) share info with others	71	40	-31
96) satisfied with career in PS	81	51	-31
27) supervisor keeps promises	89	59	-30
43) work according to plan	85	55	-30
34) suggestions taken seriously	90	61	-29
40) operate in open honest way	92	63	-29
54) rethink business	74	45	-29
31) discuss expected results	75	46	-29
95) good place to work	85	57	-29
33) supervisor assesses my work	76	48	-28
52) open to new ideas	89	61	-28
32) can disagree with supervisor	87	60	-28
23) I have a say in decisions	54	27	-28
77) on-the-job coaching	68	41	-27
21) encouraged to be innovative	59	33	-26
70) training I need	82	57	-25
37) allows training	89	65	-25

	Fair Selection Process		
	agree	disagree	gap
agree			
4) classified fairly	55	31	-24
3) easy to get info	83	60	-23
46) learn from mistakes	92	70	-22
45) proud of work in unit	95	74	-21
53) everyone accepted	95	74	-21
49) unit's goal consistent with org.	90	70	-20
38) supervisor treats me with respect	95	75	-20
24) I know what supervisor expects	92	75	-17
93) clearly explain direction of dept.	74	58	-16
2) necessary materials	90	75	-15
5) allowed to balance life	89	74	-15
7) job is good fit	91	76	-15
25) allowed to determine how I work	94	80	-14
16) workload reasonable	54	40	-14
47) know how work contributes	94	80	-14
8) overall, like my job	94	80	-14
89) adapt to meet clients' needs	79	66	-13
10) satisfied with work arrangement	92	80	-12
39) colleagues treat with respect	98	88	-10
48) understand unit's role	95	85	-10
14) unreasonable deadlines	62	73	11
76) reluctant to ask for a developmental op	33	45	12
79) requested assignment	34	47	13
15) fewer resources	37	52	15
11) constantly changing priorities	42	61	19
13) too many approval stages	49	68	19
80) denied assignment	11	31	20
60) experienced harassment	12	35	23
59) experienced discrimination	10	36	26
12) lack of stability in org.	37	66	29

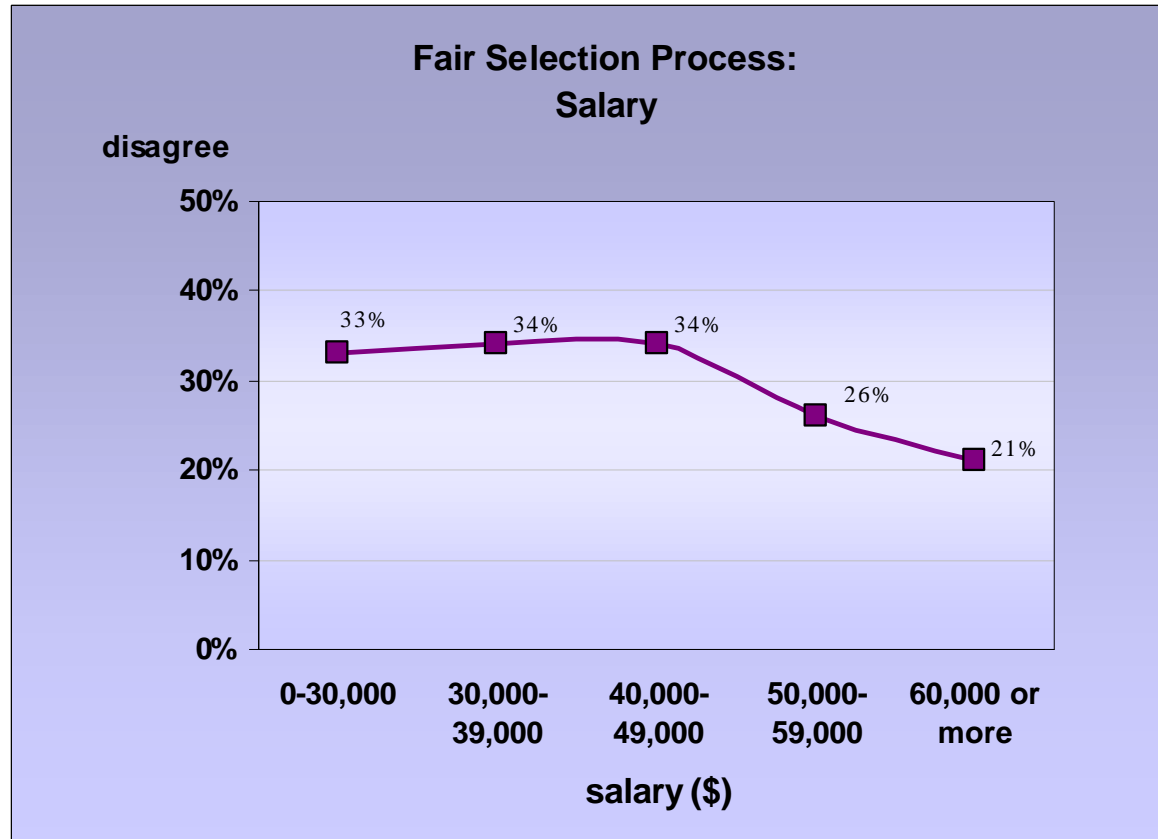
Annex B: Fairness - Characteristics

Fairness: Employment Equity Groups



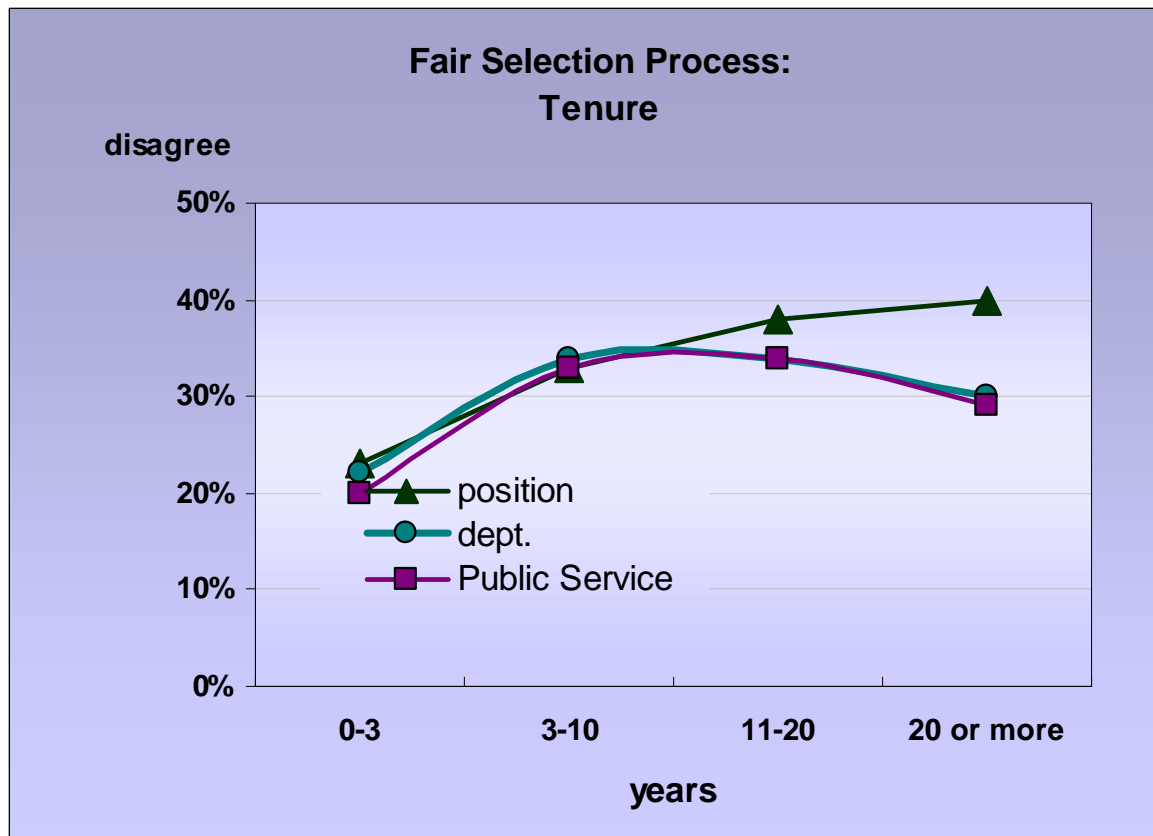
- Persons with disabilities (39%) and Visible Minorities (38%) were more likely to perceive the selection process as unfair
- Second percentage refers to answers of all others

Fairness: Salary Level



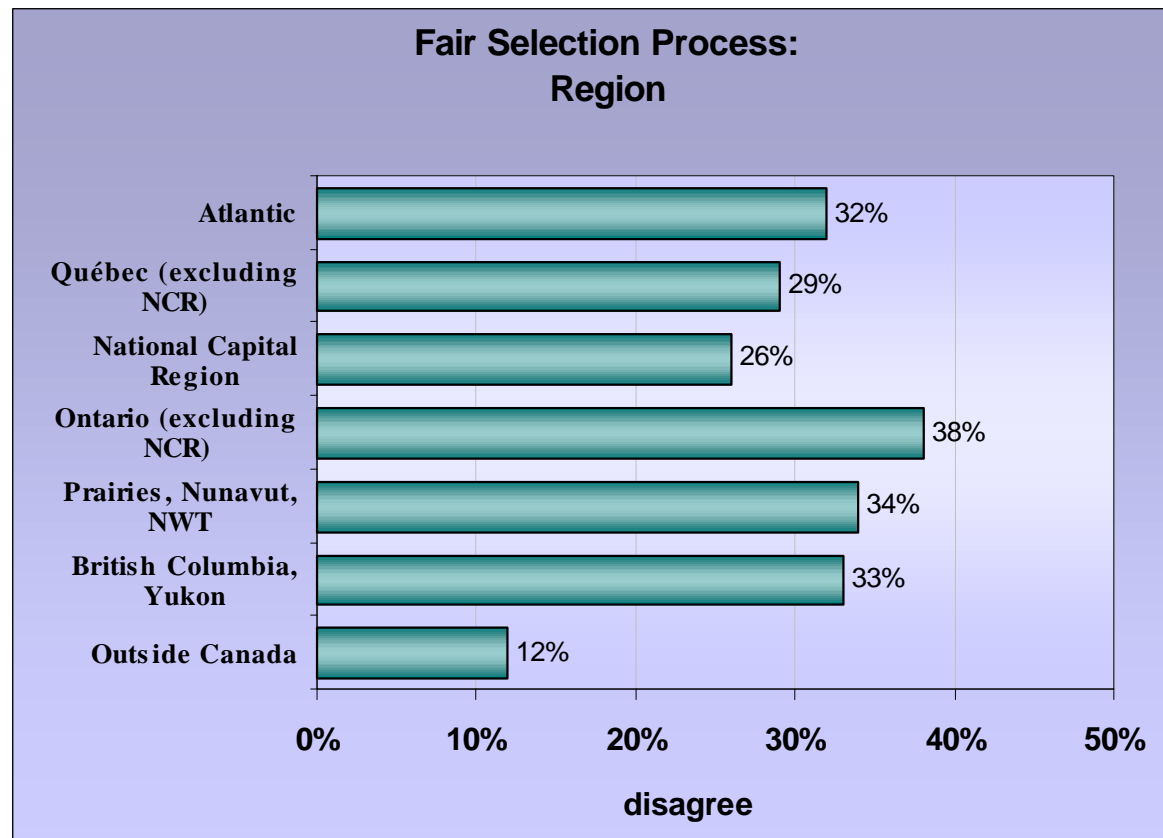
- consistency between salary level and fairness, the more one makes the lower the probability that they would see the selection process as unfair

Fairness: Tenure in Position, Dept and PS



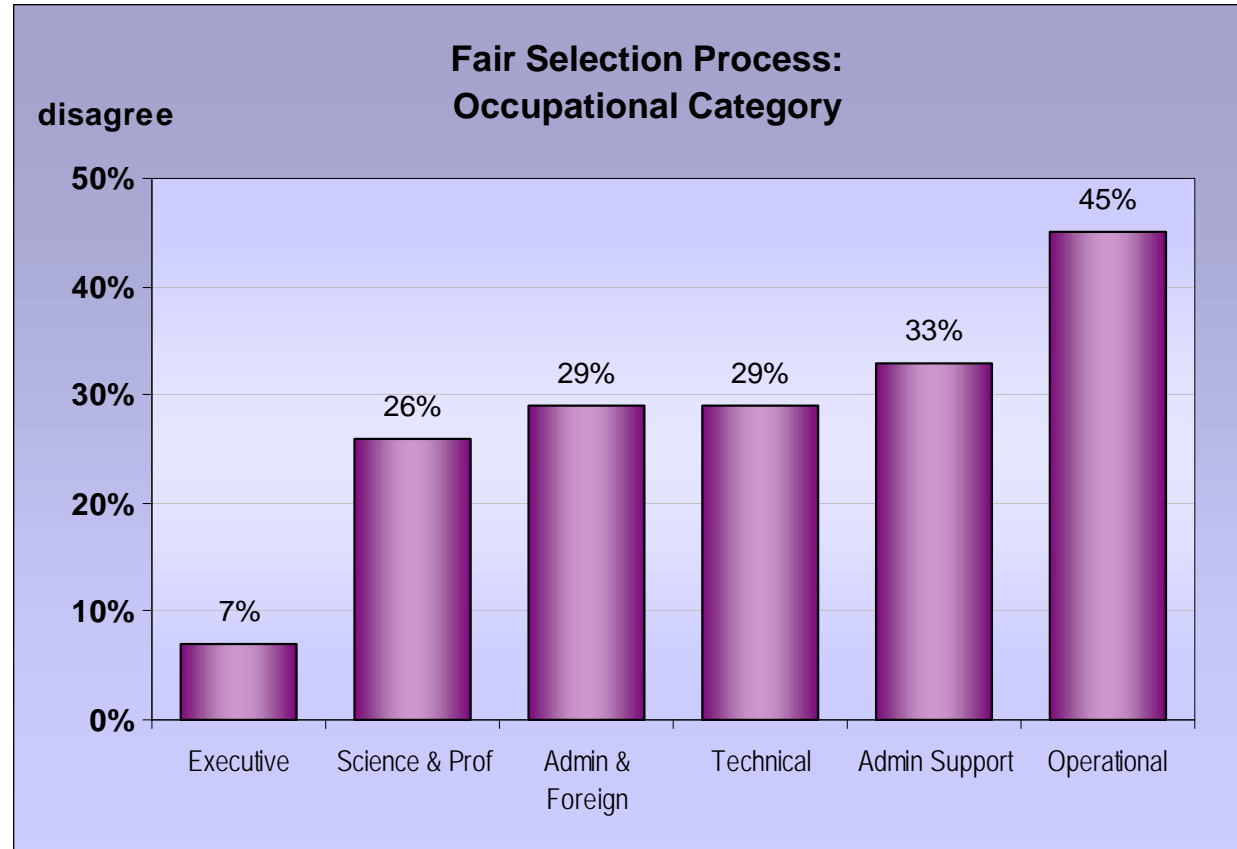
- length of tenure, particularly position tenure, was associated with perceived fairness in the selection process

Fairness: Regions



- respondents employed in the NCR and outside of Canada were more likely to view the selection process as fair

Fairness: Occupational Category



- within occupational categories, few Executives perceived staffing selection as unfair compared with almost half of Operational employees