

A Checklist to Guide Volume Management Strategies and Practices Under the *Public Service Employment Act (PSEA)*

Introduction

This checklist provides a list of key questions to consider when selecting or developing staffing methods for volume management decisions. The questions are grouped according to the following appointment criteria defined under the PSEA, while also taking into account operational considerations.

Under each criterion, the delegated authority is asked to consider the following checklist of related questions and provide an explanation of the reason why the particular method did or did not address a particular issue. Based on the evaluation of each consideration, a rating of appropriateness is provided for each criterion, followed by an overall rating for the method.

The checklist can be applied to a broad range of appointment decisions, including screening, assessment, selection and volume management. That is, by considering the questions under each criterion and providing a sound rationale for a chosen assessment practice, human resources practitioners and line managers will be one step closer to a meritorious and values-based appointment process.

Evaluation Criteria

Criteria	Consideration (Please Check Relevant Boxes)
<p>Merit</p> <p>The extent to which an applicant meets the essential qualifications, including official language proficiency, for the work to be performed. In addition, managers may take into consideration other “merit criteria” such as asset qualifications, operational requirements and organizational needs identified currently or in the future.</p>	<p>1. Does this practice:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Identify job relevant criteria (e.g. competencies, knowledge, skills, abilities, official languages requirements)? <input type="checkbox"/> Use instruments that predict job performance (i.e. valid instruments)? <input type="checkbox"/> Follow due diligence in the administration of assessment instruments (e.g. giving instructions, permitting practice sessions, answering procedural questions, applying time limits, and following scoring procedures)? <input type="checkbox"/> Assess essential qualifications (e.g., official languages requirements)? <input type="checkbox"/> Assess asset qualifications (e.g. non-official language such as Mandarin)? <input type="checkbox"/> Assess operational requirements (e.g., shift work)? <input type="checkbox"/> Assess current or future organizational needs (e.g., employment equity)?
<p>Non-Partisanship</p> <p>Occurs when persons are appointed and promoted objectively, free from political patronage.</p>	<p>2. Does this practice:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Take steps to ensure appointments or promotions are free from actual political influence? <input type="checkbox"/> Take steps to ensure that appointments or promotions are free from perceived political influence?

<p>Fairness</p> <p>Decisions are made objectively, free from political influence or personal favouritism and policies and practices reflect the just treatment of employees and applicants.</p>	<p>3. Does this practice:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Take steps to maximize the objectivity of the process? <input type="checkbox"/> Take steps to ensure decisions are free from political influence? <input type="checkbox"/> Takes steps to ensure decisions are free from personal favouritism? <input type="checkbox"/> Result in different employment outcomes for members of a particular group? If so, can adjustments be made to eliminate any adverse impact without compromising the integrity of the assessment instrument? <input type="checkbox"/> Support your organization's employment equity objectives? <input type="checkbox"/> Use an equitable administration procedure for all applicants?
<p>Access</p> <p>Persons have a reasonable opportunity to apply and be considered for public service employment.</p>	<p>4. Does this practice:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Consider all applicants in the area of selection? <input type="checkbox"/> Provide all applicants with equitable access to the necessary information to apply and be considered (including accommodations for persons with disabilities)? <input type="checkbox"/> Support your organization's efforts to reach out to certain labour markets? <input type="checkbox"/> Support your organization's efforts with respect to diversity? <input type="checkbox"/> Support your organization's efforts with respect to official languages (e.g., print advertisements)?
<p>Transparency</p> <p>Information about decisions, policies and practices is communicated in an open and timely manner.</p>	<p>5. Does this practice:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Effectively communicate the merit criteria to applicants (i.e. what the hiring organization is looking for in an applicant)? <input type="checkbox"/> Communicate procedural steps to applicants (in a timely, accurate, consistent and accessible manner)? <input type="checkbox"/> Provide ongoing communication to applicants with respect to their status in the appointment process?
<p>Efficiency</p> <p>Minimizing the amount of time, effort and costs to make effective appointments.</p>	<p>6. Does this practice:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Choose from a volume of applicants that will result in the right fitting person(s) for the job(s)? <input type="checkbox"/> Minimize the time, effort and expense required to effectively reduce the applicant pool? <input type="checkbox"/> Minimize the amount of burden on the applicant?

Summary Rating

Situation:

(Use separate sheet if necessary)

Ratings Across Criteria:

Criterion	Less than appropriate	Appropriate	Exemplary
Merit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Non-Partisanship	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fairness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transparency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Efficiency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Overall Rating:

Rating	Less than appropriate	Appropriate	Exemplary
Based on all of the above, for your situation, do you consider this practice to be:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Explain why or why not

(Use separate sheet if necessary)