



Chapter Three: Staffing Options

This chapter contains brief outlines of staffing options available to you. For a listing of [staffing challenges and opportunities](#) and the staffing options that might respond to these challenges, consult the electronic document [Developing a Staffing Strategy](#).

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Option 1 Acting Appointment

What is it?

The temporary assignment of an employee to the duties of a higher position where the difference in the maximum rates of pay constitutes a promotion.

Considerations

- This is a short-term solution to an immediate need, such as to replace someone on leave or while awaiting the completion of a competitive process.
- The process is done very fast (usually within days) with minimal paperwork.
- This is an excellent way to provide employees with an opportunity to demonstrate new skills and to gain experience to further their career plans.
- The area of selection can be limited.
- Consider the language requirements in an acting situation.
- You must be able to demonstrate that the selection is meritorious if the appointment is for more than four months or is extended beyond four months.

Did you know?

Acting pay is covered by Treasury Board policy and collective agreements.

★ Tips

- Refer to the employee's collective agreement, and not the collective agreement of the position, to determine the period an employee must act before being eligible for acting pay.
- Rotate acting appointments to give more people more experience.
- Your HR succession planning should take into consideration these types of opportunities.

Consequences

- Acting appointees may believe the job is theirs for good if extended too long.
- Short-term acting situations may appear to be based on favouritism;
- Long-term acting situations may give an employee an unfair advantage in a subsequent staffing action.

Predominant values and management principles in action:
Effectiveness/efficiency and flexibility. Other values and principles apply to differing degrees.

Recourse

Appealable if more than four months.

Option 2 Assignments

Assignment/Secondment

What are they?

New functions given to an employee for a temporary period at the same level. Employees resume their former duties at the end of the assignment. The term secondment refers to an assignment between two departments and requires a written agreement, whereas the term assignment refers to an assignment internal to a department.

Considerations

- This process is fast with minimum documentation (often a one-page agreement).
- The duration is very flexible.
- It meets short-term needs where no long-term commitment is possible.
- A classified position is not required. Employees retain their own group and level.
- An employee can gain new experience and skills.
- There are no appeal rights.
- Acting pay is not required.
- There is no need to obtain a priority clearance, but you may consider persons with priority entitlements.

Did you know?

Appeal Boards have considered appeals against long-term assignments/secondments. Ask your HRA for further details.

★ Tips

- Inform staff of any pending assignment/ secondment; they may be interested.
- Written agreements help avoid misunderstandings and should cover such things as membership fees, training expenses and notice periods for changes.
- Potential candidates can be found, and opportunities posted, through the Career Opportunities System (COS). You can also post opportunities on Publiservice at <http://www.jctc.gc.ca>.

Consequences

- Extended assignments/secondments can be perceived as appointments and therefore could be appealed.
- Employees on assignment/secondment may believe the job is theirs for good, if extended too long.

- Morale can fall without fairness and transparency.

Predominant values and management principles in action:
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Efficiency/effectiveness and flexibility. Other values and principles apply to differing degrees.

Recourse

No appeal rights - See Did you know? on the previous page.

Interchange Canada

What is it?

Interchange Canada, a TBS developmental program administered by the PSC, promotes and facilitates temporary exchanges between public and private sectors across Canada and around the world.

Considerations

- The process is relatively fast and easy if a suitable candidate is already known.
- It is ideal for improving understanding, forging relationships/partnerships across jurisdictions, transferring knowledge, and building new competencies.
- No formal staffing process is required.
- It is an opportunity for organizations in different sectors to exchange specialized knowledge, diverse skills, expertise, and best practices, with little risk of any conflict of interest.
- It cuts both ways; your employees can go out, and you can bring in someone from outside.
- Assignments normally last up to two years. In exceptional circumstances, a one-year extension may be granted by the deputy head for non-EX positions.
- Participants may require significant orientation/support to adjust, which is potentially costly.
- There is no need to obtain a priority clearance, but you may consider persons with priority entitlement.

Did you know?

The PSC administers executive interchanges; departments oversee all other exchanges under the authority of the Deputy Head.

★ Tips

- Develop a network of contacts with organizations interested in exchanges.

Consequence

- The arrival of outside talent may lower employee morale. Explain your HR strategy and the benefits of the Interchange Program to your staff.

Predominant values and management principles in action:
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Efficiency/effectiveness and flexibility. Other values and principles apply to differing degrees.

Recourse

No appeal rights

Option 3 Casual Employment

What is it?

An appointment to the Public Service for not more than 90 calendar days. Casual employees cannot work in one department more than 125 days in any year or enter closed competitions.

Considerations

- Casual appointments can be used for emergencies, to fill short-term absences or for specific short-term projects.
- Casual appointments require classified duties.
- Casual employment is never a "quick fix" for a long-term need.
- There is no requirement to establish an area of selection.
- There is no need to obtain a priority clearance, but you may consider persons with priority entitlement.
- There is no probationary period or appeal rights.

Did you know?

Your department must have an established program in order for you to hire casuals. See your HRA for more details.

★ Tips

- You may find suitable candidates in inventories maintained by your department, the PSC and/or Human Resource Canada Centres (HRCCs).
- Ensure casual employees meet conditions of employment such as medical and security clearances.

Consequences

- Choosing a quick fix over career development (hiring a casual over an acting appointment) can affect morale.
- Tracking the number of days worked can be onerous.
- You are investing in someone who cannot be retained.
- You may not get the best person for the job.

Predominant values and management principles in action:
Efficiency/effectiveness and flexibility. Other values and principles apply to differing degrees.

Recourse

No appeal rights



Option 4 Closed Competition

What is it?

A competition open only to persons employed in the Public Service.

Considerations

- This is an excellent approach to get the best person for the job.
- It requires planning and time.
- It provides a promotional opportunity for your employees.
- You may establish eligibility list(s) for future needs or for similar positions (be sure to include the "for similar position" notation on your poster).

Did you know?

You must obtain a priority clearance from the PSC prior to making an appointment. Consider persons entitled to priority; you may find a good candidate.

You determine the area of selection; you determine the requirements; and you determine the assessment tools. Many assessment instruments are available, e.g., at the Personnel Psychology Centre (PPC) of the PSC. Don't reinvent the wheel.

★ Tips

- A closed competition can be advertised by poster, e-mail, memoranda, and/or on Publiservice, and so on.
- A closed competition can be conducted using an advertisement or inventory.

- You can run a competition today for future needs.
- Many activities can be conducted simultaneously to save time.
- Don't forget candidates have the right to be assessed in the official language of their choice and have the right to be accommodated.
- When you write the statement of qualifications, you must respect the minimum standards for the group and level of the position to be staffed.

Consequences

- Employees have a chance to compete and obtain feedback.
- You must be able to explain your decisions.
- A wider area of selection may result in increased costs for advertising, candidate/board travel/relocation, PSC tests, and so on.

Predominant values and management principles in action:
All values and principles apply.

Recourse

Subject to appeal



Option 5 Contract/Agency

What is it?

Contracting temporary help and/or consultants individually, through a company, or through an agency.

Considerations

- This is a contracting (not a staffing) procedure and you must manage the contract.
- It can be very fast using a standing offer or sole source contract or very slow soliciting submissions from various sources (time to advertise, receive, and assess submissions, etc.)
- Consider the cost of a contract versus a casual or a student. If there is a recurring need for fixed periods, is it better to offer seasonal employment?
- Does contracting take away a developmental opportunity for your staff, such as an acting appointment or an assignment? Could it be work for a person entitled to priority?
- It is very useful for emergency/short-term needs (annual/sick leave, a heavy project).

Did you know?

You cannot establish an employer/employee relationship. Contracts for more than 20 weeks must be approved by the appropriate departmental authority.

★ Tips

- Consult your contracting area.
- Contract/agency personnel are not linked to job classification/pay rates.

Consequence

- You may create an internal morale problem when paying more to a contractor than to your own employees.

Predominant values and management principles in action:
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Values and principles in staffing do not apply.

Recourse

Not applicable



Option 6 Deployment

What is it?

The voluntary movement of an employee to a new job that does not constitute a promotion nor change of tenure and cuts ties to their former position.

Considerations

- It is not an appointment.
- Deployments are not subject to merit.
- There is no need to consider persons with a priority entitlement, but priority inventories can be a good source of candidates. Some departments may have an internal policy that encourages managers to consider persons with a priority entitlement within the department.
- A deployed employee need not meet all job qualifications nor be the best qualified, but must meet occupational certification, education, security, medical, and language requirements.
- It is relatively fast and very effective.
- Deployments may be used to help develop employees by broadening their experience or allowing them to acquire new skills.
- There are limited grounds for recourse (not subject to appeal).

Did you know?

You can deploy a term employee to another term position but only if it's of the same or shorter duration.

Deployments can be used between equivalent levels in different occupational groups.

★ Tips

- You can post a notice of deployment opportunity if you want to attract candidates.
- Be transparent; inform your staff.
- Confirm employment status of candidate before offering a deployment.

Consequence

- It may preclude career development for your staff.

Predominant values and management principles in action:
Efficiency and effectiveness, flexibility. Other values and principles apply to differing degrees.

Recourse

Subject to complaints



Option 7 Development Programs

Apprenticeship or Professional Training Program (AFTP)

What is it?

An AFTP is a program, generally combining formal and on-the-job training to give employees, the knowledge and skills to become qualified for the working level.

Considerations

- AFTPs are very helpful for developing employees in skill-shortage areas, for career development, for managing talent pools, and in combination with employment equity programs to address representation challenges.
- Trainees typically take two to five years to rise from entry to working level and are on probation for that entire time if appointed from outside the Public Service. Employees need not all enter the program at the minimum level.
- Significant investment is required to develop the program; productivity of trainees may be

quite low at the beginning.

- APTPs offer a career path and an opportunity to train/develop in a new area.
- Entry into the program is by a relative merit process.
- APTP program requires that employees will be promoted and that promotions within the program are based on the individual's performance (individual merit, not relative merit). The scope for appeals is limited.
- This may be the only way to fill highly specialized jobs.

Did you know?

All departments can develop their own programs and these programs can be a collaborated effort between departments. See your HRA for details.

★ Tips

- Ensure availability of quality assignments.
- Monitor performance on training courses and on-the-job development and be prepared to take appropriate action.
- Track trainee development and promote trainees to the next level as soon as they are qualified in accordance with program design.

Consequences

- This is an excellent opportunity to develop the competencies required.
- The support for the participants may require more investment than anticipated.

Predominant values and management principles in action:
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Generally all values and principles apply.
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Recourse

See [Closed Competition](#), [Recruitment - Open Competitions](#), and [Without Competition Appointments](#).

Management Development Programs

What are they?

Management development programs identify and fast-track individuals with high potential to succeed and advance as Public Service managers/ executives. Departments may have their own program. The PSC administers three major Public Service management development programs: the [Accelerated Executive Development Program \(AEXDP\)](#), [Career Assignment Program \(CAP\)](#), and [Management Trainee Program \(MTP\)](#).

Considerations

- They are an excellent source of candidates for projects emphasizing leadership/management skills.
- Participants are usually available for assignments of about one year, which is ideal for replacing managers on extended absences or assuming short-term project-management responsibilities.
- Graduates are ideal for long-term assignments or permanent positions requiring well-rounded individuals with diverse experiences and strong leadership/management skills.
- Participants are energetic and keen to contribute and learn.
- Participants may be available at any time.
- These programs often have a good representation of designated employment equity group members.
- Managers can contribute to the success of these programs by offering quality developmental assignments.

Did you know?

Some departments and central agencies may provide salary dollars for certain assignments. You may need to consider priority persons in some cases.

★ Tips

- Your HRA can help you identify programs relevant to your needs.

Consequences

- There may be an impact on employee morale when balancing internal career development consideration with the infusion of new blood with strong leadership and management skills.
- Your other employees may be faced with an increased workload during the development period.

Predominant values and management principles in action:
Generally all values and principles apply.

Recourse

Various - See HRA.

Accelerated Executive Development Program (AEXDP)

The AEXDP is run by the PSC for EX-01 to 03. For more information, check out http://www.psc-cfp.gc.ca/aexdp/axhom_e.htm

Career Assignment Program (CAP)

What is it?

CAP is a management development program aimed at developing employees with demonstrated executive potential for more senior positions. The primary objective is to contribute to the creation of a high quality, representative, and bilingual feeder group for executive positions in the federal Public Service. CAP participants are not always federal public servants. CAP also includes special components such as the Aboriginal CAP.

For more detailed information, see http://www.hrma-agrh.gc.ca/cap/00/00_e.asp

Management Trainee Program (MTP)

What is it?

MTP trainees are recruited from inside and outside the Public Service as part of the Post-Secondary Recruitment Campaign conducted each year in the fall. This four-year program targets university graduates who demonstrate potential to become middle managers. Departments can hire candidates every spring for future middle management needs. On the other hand, MTP trainees are available at any time for one-year assignments. All trainees available for assignments have a minimum of CBC language capabilities.

Visit http://www.hrma-agrh.gc.ca/mtp-psg/index_e.asp

Professional Development Programs

What are they?

Corporate and departmental recruitment, development and bridging programs to promote participants from entry or junior officer/support levels to the "working" skill/competency level. Corporate programs administered by central agencies include the Accelerated Economist Training Program (AETP) and the Financial Officer/Internal Audit Recruitment and Development Program (FORD/ IARD).

Considerations

- They are a fast, easy way to acquire preassessed talent with a low risk of failure.
- They may be the only way to staff certain occupations.
- Participants are normally available for up to one-year assignments and graduates for longer assignments and permanent placements.
- They are an excellent source of members of designated employment equity groups.
- Participants cannot be expected to perform fully at the graduate/working level right away.
- Some programs offer promotion and prequalification at graduation.
- Internal programs provide an excellent opportunity to bridge talented individuals into higher-level positions.

Did you know?

Many departments have their own professional development programs including some created to provide opportunities for designated group members.

You need to consider persons entitled to priority before appointing candidates from these programs.

★ Tips

- Participating as a board member in the selection process may be a good opportunity to help you identify future employees.

Consequence

- It may require more effort than anticipated to mentor candidates to realize a long-term return on your investment.

Predominant values and management principles in action:
Generally all values and principles apply.

Recourse

See Recruitment - Open Competitions.

Accelerated Economist Training Program (AETP)

What is it?

Candidates are recruited from outside the Public Service as part of the Post-Secondary Recruitment Campaign conducted each year in the fall. This two-year program targets masters level university graduates who demonstrate potential to become decision-makers on various social, economic, and international policies. The PSC recruits 14 candidates every spring for the future needs of the federal government. Training assignments occur within a limited number of departments, but graduates may be appointed by any department.

Visit http://jobs.gc.ca/aetp-pfae/index_e.htm

Financial Officer Recruitment and Development Program and Internal Auditor Recruitment and Development Program (FORD/IARD)

What is it?

The Financial Officer Recruitment and Development and Internal Auditor Recruitment and Development (FORD/IARD) Programs are administered by the Treasury Board Secretariat, Comptrollership Branch to recruit, train, and develop entry-level financial officers and internal

auditors. The programs target recent university graduates with a Bachelor's degree in accounting, finance, business administration, public administration or information management systems. You can request a candidate from the FORD/IARD inventory of candidates at any time.

Contact: Community Development Division
Treasury Board Secretariat
Phone: (613) 952-3337 Fax: (613) 957-7051



Option 8 Eligibility List

What is it?

A list of qualified candidates created as a result of a competition.

Considerations

- Individuals on an eligibility list have been fully assessed and found qualified. You cannot reassess them.
- This is a very fast, meritorious, and transparent option.
- You may be able to staff several positions from the same list.
- Lists may be valid for up to two years and can be used to meet short and long-term needs.
- You may be able to use existing eligibility lists that were established for similar positions.

Did you know?

You must consider persons with priority entitlements before each appointment from an eligibility list.

If an eligibility list exists for the position you are trying to staff, you must use it. Consult your HRA for exceptions.

★ Tips

- Using an existing eligibility list is a transparent way to make acting and specified period appointments without endangering the candidate's status on the list.
- Consult your colleagues and your HRA about existing eligibility lists.
- An expired eligibility list is no longer valid and cannot be extended.

Consequences

- If you were not involved in the competitive process that resulted in an eligibility list, you may have no firsthand information about the candidate.
- If you are using an eligibility list established for similar positions, some potential

candidates for your position may not have applied or been considered.

Predominant values and management principles in action:
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Generally all values and principles apply.
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Recourse

Appeal rights are given at the time the eligibility list is created.



Option 9 Employment Equity Programs

What are they?

Employment equity programs are designed to facilitate the recruitment and staffing of employment equity designated group members. The Government of Canada is fully committed to a representative public service. The PSC and many departments have created employment equity programs and services to assist managers to meet the government's objectives and their department's goals by ensuring that members of designated groups are recruited and employed in proportion to their availability in the Canadian work force.

The employment equity policy of the federal Public Service has three goals:

- To ensure that the four designated groups (Aboriginal people, visible minority groups, persons with a disability, and women) are equitably represented and distributed;
- To identify and remove barriers in employment systems, policies, procedures, practices, organizational attitudes, and established behavioural patterns that adversely affect the employment or career progression of members of these designated groups; and
- To implement special measures to correct historic employment disadvantages for these designated groups and to promote these individuals in the work force.

Other staffing options/programs may include components that are specific to one or more designated groups. See your HRA for details.

Considerations

- Employment equity programs can be established for internal staffing and external recruitment, with or without competition, for acting, term, and indeterminate appointments.
- Appointments made under an employment equity program can be based on relative or individual merit. In either case, appointments are excluded from appeal.
- Appointments are excluded from priority consideration unless there is a person entitled to priority who is a member of a target designated group under the program.
- An employment equity program may allow a change in tenure, from term to indeterminate

at the same group and level, without appeal.

- You may request that the PSC regional office refer only members of one or more designated groups or a specific member of a designated group whom you have identified.

Did you know?

Job accommodation provides persons with a disability with the tools and technological aids they require to do their job. Your department can assist you. Useful information can also be found about [Policy on Duty to Accommodate Persons with Disabilities in the Federal Public Service](#) and [Guideline for Assessing Persons with Disabilities](#).

The probation period of an employee requiring job accommodation does not begin until the accommodation has been made.

Consequences

- Employees may have misconceptions about employment equity programs. Avoid this through communication, awareness training, and properly integrating designated group members into the workplace.
- Employment equity programs should result in improved operational performance.

Predominant values and management principles in action:
All values and principles apply.

Recourse

No appeal.

Departmental Employment Equity Programs

Special programs may be designed by departments to help meet their particular employment equity goals, are approved by the PSC to ensure merit is respected, and may be established when there is significant underrepresentation in one or more occupation(s) and/or location(s).

An approved departmental program can allow you to restrict your consideration to a specific designated group(s).

PSC Framework for Employment Equity Programs and Associated Programs

Under this framework, the PSC Employment Equity Program will be available to departments and agencies, on a transaction-by-transaction basis, for the external recruitment of employment equity group members. The program is available if a department or agency:

- does not have an employment equity program; or

- has an employment equity program, but it does not include a particular occupational group/level, designated employment equity group, or geographic location; or
- has an employment equity program that includes forecasted departmental or agency needs; or
- is interested in contributing to reducing under-representation at the Public Service-wide level.

This program also allows for a change from term to indeterminate, but only when the term employee was hired under this program. For further information, please view the Employment Equity and Diversity [Framework and Programs](#) page.



Option 10 Recruitment - Indeterminate and Term Hiring

What is it?

External recruitment is the responsibility of the PSC and is conducted through PSC regional and district offices. Some departments/agencies have been delegated authority to recruit certain groups and levels (e.g., Justice for lawyers, Health Canada for nurses).

Most recruitment is normally conducted in one of the following three ways:

Post-secondary recruitment campaigns;

Established inventories; and

Open competitions.

Considerations

- It can be used for term or indeterminate appointments.
- It is a good option when you need to acquire employees with new skills.
- It allows you to access the diverse and representative Canadian labour pool and so contribute to the renewal of the Public Service.
- The successful candidate may have limited federal government knowledge and/or experience.
- There may be some costs associated with external recruitment, such as travel for interviews or relocation.
- There is a possibility of having to assess a large number of candidates.
- An inventory may already exist for the position you are trying to staff.
- In certain circumstances, ad hoc inventories can be created and may be directly accessible by managers, e.g., Information Technology.
- Security clearances and language assessment may take time.
- This is your opportunity to increase representativeness in the Public Service.

Did you know?

In some circumstances, such as in a remote geographical area or for a shortage/highly specialized occupational group like IT/IM, special measures may apply.

You can recruit from outside on a term or indeterminate basis without having previously run an internal competition.

In certain circumstances (e.g., career fairs), you can issue conditional letters of offer; see your HRA for more details.

Your HRA can advise you on all aspects of recruitment, including whether persons entitled to priority must be considered first.

Under certain circumstances, the rate of pay can be negotiated within the given classification group and level.

★ Tips

- Assess candidates for term positions rigorously, as they may later become your indeterminate employees.
- Do not hire terms for an indeterminate need.
- Join forces with your colleagues to recruit for similar needs.
- Carefully identify the competencies required for the position and ensure they do not pose systemic barriers to members of employment equity groups.

Consequences

- Although appointments are not appealable, candidates can file a complaint.
- Successful candidates may require significant orientation to the federal Public Service.
- Staff morale may be affected. Be transparent. Know the aspirations of your staff.
- You may not attract the same quality of candidates for a term position that you would if you were offering an indeterminate job.

Predominant values and management principles in action:
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All values and principles apply.

Post-Secondary Recruitment Program

What is it?

Post-secondary recruitment campaigns are conducted twice a year by the PSC to recruit qualified university graduates to fill anticipated entry-level positions. The Post-Secondary Recruitment Campaign is the primary vehicle for renewing the Public Service work force. Departments join forces with the PSC to plan the campaigns and recruit university graduates

across the country. Find out how you can participate in these campaigns in the future or access candidates from previously established lists from your HRA. A candidate may be available now!

Visit the [Post-Secondary Recruitment Web site](#)

Recruitment - Inventories

What are they?

PSC inventories are pools of candidates that have been created for specific needs in certain regions. Depending on the inventory, these candidates may have been pre-assessed to a certain extent. Inventories may exist or can be created for needs such as high-demand positions, such as administrative support; for highly specialized areas, such as IT/IM; and for special recruitment strategies, such as employment equity.

Recruitment - Open Competitions

What are they?

Open competitions are generally conducted by the PSC and can be used to recruit for one or more positions or for one or more managers. Open competitions are normally advertised using the PSC Internet Web site and InfoTel system. Special advertisements can be placed in print media with the cost borne by the manager.

Student Programs

Federal Student Work Experience Program (FSWEP)

What is it?

The Federal Student Work Experience Program (FSWEP) offers temporary public service jobs to full-time students from high schools, colleges, CEGEPs, technical institutes, and universities across Canada all year round. The core of the program is a computerized national inventory that randomly establishes a list of pre-screened candidates for each job order. Over 90,000 students apply to FSWEP every year, and about 7,000 are hired.

FSWEP allows students to "try the federal Public Service on for size," to enhance their skills through a valuable, challenging work experience, and to expand their networking opportunities. Full-time students in Canada or Canadian students abroad are eligible if they are the minimum age to work in the province or territory where the job exists and are returning to full-time studies in the next academic term.

FSWEP allows you to fill your short-term needs fast with bright, eager talent. A special process allows you to hire only students who belong to a designated employment equity group. Student bridging mechanisms allow you to hire students permanently when they graduate (see [Option 11](#)).

The re-employment of students in the same or in a different department is possible. Salary

ranges are established by TBS. Consult your HRA for more details.

Visit <http://jobs.gc.ca/fsweep-fete>

Co-op/Internship Programs

What are they?

These programs target Co-op/Internship students who need relevant and practical work experience to meet the requirements of Co-op/Internship programs at their educational institution.

You can hire students from colleges, CEGEPs, technical institutes and universities across Canada, in many fields of study for temporary work assignments using a Co-op/Internship program.

It's simple, easy to use, and cost-effective. Fill your short-term needs fast, with bright, eager, talented students in a field that matches your requirements. Increase the representativeness of your work force by recruiting students from one or more of the employment equity groups. Groom students for eventual full-time employment in your organization, then use the Student Bridging Mechanism to hire them into the Public Service (see [Option 11](#)).

Candidates must be post-secondary students enrolled in a Co-op/Internship program approved by the PSC. The student's academic institution determines the duration of each work assignment which traditionally varies from 4 to 18 months. Students can be hired at different periods of the year. Student salaries are determined by Treasury Board. Your HRA can contact educational institutions directly to refer students for consideration.

A complete list of Co-op/Internship programs is available on the PSC's Co-op/Internship Web site at: http://jobs.gc.ca/coop/index_e.htm

The re-employment of a Co-op/Internship student in a FSWEF or a Co-op/Internship job in the same or in a different department is possible. Consult your HRA for more details.



Option 11 Student Bridging

What is it?

The student bridging mechanism was developed to allow managers to recruit students into term or indeterminate positions upon graduation, providing certain conditions are met.

Students may be hired without competition or included in a closed competition. If a closed competition is used, the student must still be employed as an FSWEF or Co-op/Internship student and must be included in the area of selection.

Considerations

- **You must plan ahead!** Student bridging should be a component of your HR planning as

it has specific requirements that need to be addressed months in advance.

- The student must be graduating within a specific period of time and be included in the area of selection in order to be considered in a closed competition.
- You must be able to demonstrate that the student is qualified to perform the duties of the position being filled.
- If you have done your planning well, your student population should be representative of the Canadian work force.

Did you know?

Any department may appoint without competition from outside the Public Service, a former student who has completed a program of study within the last 18 months (rather than 12 months under the former provisions), regardless of the department where the student's last work term took place.

Departments may appoint without competition, within 18 months of completion of a program of study, individuals who participated in student employment programs established by certain federal employers not governed by the *Public Service Employment Act (PSEA)*, providing a reciprocity agreement has been signed between these employers and the PSC.

Departments may make conditional offers to qualified students prior to the completion of their degree program. Consult your HRA for more details.

★ Tips

- While working with students, determine and assess their future potential and the possibility of hiring them to occupy future vacancies in your organization.
- Meaningful and challenging work assignments for students help foster interest in continued employment in the federal Public Service.
- Treated well, students can be excellent ambassadors for Public Service employment on campus.

Consequence

- Student bridging allows you to bring in new skills, energy, and ideas, as well as someone who knows your departmental environment; however, without proper planning and transparency, it may affect employee morale.

Predominant values and management principles in action:
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Generally, all values and principles apply.

Recourse

Various - See HRA.



Option 12 Without Competition Appointment

What is it?

An appointment based on individual or relative merit made without holding a competition.

Considerations

- Both individual and relative merit appointments are subject to appeal.
- If challenged, appointments based on relative merit require you to be able to demonstrate how the proposed candidate is better qualified than the appellant.

Did you know?

The requirement to consider persons with a priority entitlement varies; see your HRA.

Individual merit

You can use this option for non-EX appointments in one of the following seven circumstances specified in the *Public Service Employment Regulations*:

- 1) To promote within an apprenticeship or professional program;
- 2) To appoint an employee to his/her reclassified position (in certain circumstances);
- 3) To appoint a term employee who has been employed for three or five years in the same department (depending on which TBS Term Policy applies within your department) for an indeterminate period to a position at the same group and level;
- 4) To appoint a member of a designated group in accordance with an employment equity program;
- 5) In an emergency, to appoint a person for a specified period where casual employment is not an option;
- 6) To promote an employee whose classification depends on individual qualifications (e.g., research scientists); and
- 7) To promote an employee within the Law Group from LA-1 to the LA-2A level.

A reclassification that affects an entire occupational group is a conversion, not a staffing action.

★ Tip

Individual merit is an appropriate mechanism to increase representation of designated group members in your work force.

Consequence

- Appointments without competition may limit opportunities for other employees thus affecting their morale. It is particularly important to assess the competence of the appointees and to be transparent to all potentially interested and affected employees.

Predominant values and management principles in action:
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Representativeness. Other values and principles apply to differing degrees.

Recourse

Appealable.



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http://devmain/staf_dot/mgr-gestion/guide/chap3_e.htm