Survey of Staffing Managers

Confidential when completed

To survey respondents,

Statistics Canada is conducting the pilot of the Survey of Staffing on behalf of the Public Service Commission (PSC). One of the roles of the PSC is to oversee the overall integrity of staffing processes in the federal Public Service.

Results from this survey will support the PSC in this task and provide the PSC with key data on appointment processes, staffing strategy, area of competition etc. The survey will also be useful in providing information to identify any needed changes to the *Public Service Employment Act (PSEA)*, or related policies, when the legislation is revisited in 2010.

All information provided to Statistics Canada through this survey is protected by law under the *Statistics Act*, which guarantees that your information will be kept confidential and will be used for statistical purposes only and analysis at the departmental and public-service-wide level. While your participation is voluntary, the greater the number of employee participating, the more accurate and representative the results will be across the Public Service.

We invite you to help ensure that the process by which individuals are selected and promoted are based on merit and non-partisanship and reflect the values of fairness, transparency, access, and representativeness.

Thank you in advance for your cooperation.

Maria Barrados
President
Public Service Commission

Please read instructions and definitions on next page before beginning.

After you have completed the questionnaire, place it in the **postage-paid return envelope**, seal it and return it to Statistics Canada.

For more information, please visit the Internet site at http://www.statcan.ca/english/survey/other/sos.htm.

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Please consult the glossary at the end of the questionnaire if any technical terms used are unclear to you.

How to complete this questionnaire

Use a black or blue pen to:

Mark the correct category ✓ OR to fill-in text in block letters

DEFINITIONS

Staffing Process is any staffing action or process intended to result in one or more appointments (position offers) <u>within</u>, or <u>into</u> the federal public service. This may involve a change in group and/or level of a position (e.g. CR-03 to CR-05), and/or a change in status (e.g. term to indeterminate).

Exclude from this definition for the purposes of this survey: Staffing processes for deployment, casual, consulting and acting positions, group and/or level changes resulting from reclassification of a position for a number of employees at once, incumbent-based promotions; promotions arising from the completion of a specific training or development program and automatic conversions of term positions to an indeterminate positions.

Manager of staffing process: is defined as the person who chairs the assessment board (selection board) under the previous Public Service Employment Act (PSEA) in the case of advertised processes or provides the written rationale for the appointment in the case of non-advertised processes.

Note: It is important that you answer based on the most recently concluded staffing process that you have managed (although you may feel that the last process is not typical of your own experience). The sample size of the survey will ensure that by all respondents selecting the last process managed, the different situations encountered by managers will be accurately reflected.

Note: To simplify the questionnaire, the male gender is used most of the time to refer to both male and female.

SECTION A - Staffing Process

A1. In the last 6 months, have you managed a staffing process as defined previously?

(If you managed more than one staffing process in the past 6 months, please base all answers on the most recently concluded staffing process that you managed.)

1 ◯ Yes

2 ◯ No ▶ **Because we are looking for individuals who have recently managed a specific staffing process, you will not be asked to continue. Please place the questionnaire in the postage-paid return envelope, seal it and return it to Statistics Canada. Thank you for your time.**

A2. Were you the hiring manager who initiated the staffing request for the position(s) to be filled from this staffing process?

1 ◯ Yes

2 ◯ No

SECTION B - Identifying the Process

The following groups of questions will be used to identify the particular type of staffing process you managed and the nature of the position being staffed.

B1. Please indicate the occupational group of position(s) to be filled from this staffing process.

01 ◯ AC	14 ◯ CX	27 ◯ FO	40 ◯ LS	53 ◯ PI	66 ◯ ST
02 ◯ AG	15 ◯ DA	28 ◯ FR	41 ◯ MA	54 ◯ PL	67 ◯ SW
03 ◯ AI	16 ◯ DD	29 ◯ FS	42 ◯ MD	55 ◯ PM	68 ◯ TI
04 ◯ AO	17 ◯ DE	30 ◯ GL	43 ◯ MT	56 ◯ PR	69 ◯ TR
05 ◯ AR	18 ◯ DS	31 ◯ GS	44 ◯ ND	57 ◯ PS	70 ◯ UT
06 ◯ AS	19 ◯ ED	32 ◯ GT	45 ◯ NU	58 ◯ PY	71 ◯ VM
07 ◯ AU	20 ◯ EG	33 ◯ GX	46 ◯ OE	59 ◯ RO	72 ◯ WP
08 ◯ BI	21 ◯ EL	34 ◯ HP	47 ◯ OM	60 ◯ SC	73 ◯ Other
09 ◯ CH	22 ◯ EN	35 ◯ HR	48 ◯ OP	61 ◯ SE	
10 ◯ CM	23 ◯ ES	36 ◯ HS	49 ◯ PC	62 ◯ SG	
11 ◯ CO	24 ◯ EU	37 ◯ IS	50 ◯ PE	63 ◯ SI	
12 ◯ CR	25 ◯ EX	38 ◯ LA	51 ◯ PG	64 ◯ SO	
13 ◯ CS	26 ◯ FI	39 ◯ LI	52 ◯ PH	65 ◯ SR	

B2. Please indicate the level of the position(s).

a) Please indicate the level of the occupational group(s).

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b) Please indicate the 3-letter acronym for any applicable <u>subgroup</u> identification.

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1 ◯ Not applicable

B3. Was this staffing process for ...?

1 ◯ a term position

2 ◯ an indeterminate position (permanent)

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B4. Is the department's or agency's head office located within the National Capital Region?

1 ◯ Yes

2 ◯ No

B5. Where was the position(s) to be filled by this staffing process located?

1 ◯ The department's or agency's head office

2 ◯ A large regional office (e.g., Toronto, Edmonton)

3 ◯ A smaller district office (e.g., Rimouski, Brandon)

4 ◯ Multiple locations across Canada

5 ◯ Outside Canada

B6. What was the language requirement of the position(s)? (Mark all that apply.)

1 ◯ Bilingual

2 ◯ Unilingual English

3 ◯ Unilingual French

4 ◯ Either English or French

B7. Was it an advertised staffing process?

1 ◯ Yes

2 ◯ No ▶ *Go to question B9*

B8. What type of advertised staffing action was it for?

1 ◯ A specified number of position(s)

2 ◯ A continuous or open-ended recruitment program (inventory) with no specified closing date ⎤ ▶ *Go to Section C*

B9. What type of non-advertised process was it?

1 ◯ A reclassification on an individual basis of the group and/or level of a position

2 ◯ Other type of non-advertised appointment, please specify _____

SECTION C - Choosing a Staffing Process

This group of questions examines what prompted the staffing action and how the particular type of process used in this staffing action was chosen.

C1. Which of the following <u>best</u> describes the nature of the position(s) to be filled from this staffing action?

1 ◯ A vacancy created by the departure or retirement of an employee

2 ◯ A newly created type of position or role that did not previously exist

3 ◯ An addition to the number of employees currently holding a particular type of position

4 ◯ Other, please specify _____

C2. To what extent was this staffing action prompted by each of the following factors?

	To a minimal extent or not at all	To a moderate extent	To a great extent	Don't know
a) Organizational restructuring or reorganization of the work unit within the department or agency	1 ◯	2 ◯	3 ◯	7 ◯
b) Normal staff turnover	1 ◯	2 ◯	3 ◯	7 ◯
c) An existing or anticipated increase in the unit's workload	1 ◯	2 ◯	3 ◯	7 ◯
d) Specialized skill or skill shortage (including language skill)	1 ◯	2 ◯	3 ◯	7 ◯
e) Need to increase diversity/representativeness of staff	1 ◯	2 ◯	3 ◯	7 ◯
f) A budgetary increase, decrease or other how money for staffing	1 ◯	2 ◯	3 ◯	7 ◯

C3. Why wasn't the position(s) staffed from a deployment?

1 ◯ No qualified candidates available

2 ◯ No money for relocation of candidates

3 ◯ Unable to find out if there were suitable candidates

4 ◯ Too many positions needed to be staffed

5 ◯ Other, please specify _____

C4. If this staffing process was a non-advertised type ▶ ***Go to question C6***

Otherwise continue to next question.

C5. Did the staffing action involve a collective staffing process (e.g., pool, inventory)?
(Multiple positions to be filled in more than one work unit or for more than one hiring manager.)

1 ◯ Yes ▶ ***Go to question C8***

2 ◯ No

C6. Could a collective staffing process have been used to staff the position(s)?

- 1 ◯ Yes
- 2 ◯ No ▶ *Go to question C8*

C7. Why was a collective staffing process not chosen?

- 1 ◯ Had concerns over administrative aspects
- 2 ◯ Insufficient planning in place
- 3 ◯ Position to be staffed was highly specialized or otherwise unsuitable for a collective process
- 4 ◯ Was unaware of any available opportunities to use a collective process
- 5 ◯ Other, please specify _____

C8. Was an assessment board used in this staffing process?

- 1 ◯ Yes
- 2 ◯ No ▶ *Go to question C10*

C9. Did the assessment board include any of the following people?

a) Someone from outside the department or agency

- 1 ◯ Yes
- 2 ◯ No

b) Someone from outside the work unit, but within the department or agency

- 1 ◯ Yes
- 2 ◯ No

c) Someone from one or more of the designated Employment Equity groups

- 1 ◯ Yes
- 2 ◯ No

d) Someone who could be considered as having in depth knowledge of the position

- 1 ◯ Yes
- 2 ◯ No

C10. Which of these alternatives best describes the use of a competency profiles for the position(s)? (Mark one only.)

- 1 ◯ There was no competency profile used ▶ *Go to question C13*
- 2 ◯ A pre existing competency profile was used without modification
- 3 ◯ A pre existing competency profile was modified to suit current needs
- 4 ◯ A new competency profile was devised
- 7 ◯ Don't know ▶ *Go to question C13*

C11. Was the competency profile used to select or develop any assessment tools?

1 ◯ Yes

2 ◯ No

C12. Was the competency profile used to inform or prepare candidates about the basis for assessment?

1 ◯ Yes

2 ◯ No

3 ◯ Not applicable

C13. To what extent were any of the following sources of information used in developing the Merit Criteria for the position(s)?

	To a minimal extent or not at all	To a moderate extent	To a great extent	Don't know
a) Consultation with departmental HR Planners	1 ◯	2 ◯	3 ◯	7 ◯
b) A formal analysis of the position(s) duties and requirements	1 ◯	2 ◯	3 ◯	7 ◯
c) Input from colleagues or other stakeholders within the work unit	1 ◯	2 ◯	3 ◯	7 ◯

C14. Did you use the services of an external HR consultant for this staffing action?

1 ◯ Yes

2 ◯ No

7 ◯ Don't know

C15. How many candidates were referred for the position(s) by priority administration at the Public Service Commission <u>at the outset</u> of the staffing process?

1 ◯ None

2 ◯ 1 to 2

3 ◯ 3 to 4

4 ◯ 5 to 6

5 ◯ More than 6

7 ◯ Don't know

C16. Were any priority administration referrals <u>received later</u> in the process?

1 ◯ Yes

2 ◯ No

3 ◯ Not applicable

7 ◯ Don't know

C17. Was an offer of appointment rejected by any priority referrals?

- 1 ◯ Yes
- 2 ◯ No
- 3 ◯ Not applicable
- 7 ◯ Don't know

SECTION D - About the Appointee(s)

This group of questions is used to identify where appointees tend to be drawn from for different sorts of positions and processes, as well as identify typical paths of career progression.

D1. Was the process abandoned or terminated for any reason, prior to making an appointment or selection decision?

- 1 ◯ Yes ▶ *Go to Section E*
- 2 ◯ No
- 7 ◯ Don't know

D2. Did this staffing process result in an appointment(s)?

- 1 ◯ Yes
- 2 ◯ No ▶ *Go to Section E*

D3. Was the process successful in filing all the intended position(s)?

- 1 ◯ Yes
- 2 ◯ No
- 7 ◯ Don't know

D4. What was the employment status of the appointee at the time of the offer of appointment?
If more than one appointment resulted from this process, please refer to the last offer of appointment that was accepted.

- 01 ◯ Employed in the federal public service
- 02 ◯ Employed in the federal government but outside the federal public service (e.g., CRA, CFIA, Canadian Forces, minister's office, etc.)
- 03 ◯ Providing contract or consulting services to the federal public service ▶ *Go to question D6*
- 04 ◯ Employed outside the federal government (e.g. non-governmental or private sector or self-employed ▶ *Go to Section E*
- 05 ◯ A student ▶ *Go to Section E*
- 06 ◯ Unemployed ▶ *Go to Section E*

D5. What was the appointee's work status at the time of the offer of appointment?

1 ◯ Indeterminate

2 ◯ Term

3 ◯ Casual

4 ◯ On priority status

7 ◯ Don't know

D6. Where was the appointee working at the time of the offer of appointment?
(Mark one only.)

1 ◯ In the same work unit as the position of this staffing process ▶ *Go to question D8*

2 ◯ In a different work unit within the same department or agency

3 ◯ In an independent agency affiliated with the department where the position is located

4 ◯ In the non-civilian side of the same department

5 ◯ In a different department or agency

7 ◯ Don't know

D7. Where was the appointee employed <u>before</u> the offer of appointment?

1 ◯ In the same region but a different locale than the reference position

2 ◯ In the same geographical region as the reference position

3 ◯ In a different region than the reference position

D8. Before the appointment offer was the appointee in any of the following situations?
(Mark one only.)

1 ◯ On a list of qualified candidates from a previous advertised process

2 ◯ Part of an existing pool (partially-qualified)

3 ◯ Acting in the position already

4 ◯ On an assignment or secondment in your work unit

5 ◯ None of the above

7 ◯ Don't know

This group of questions describes how candidates were assessed. What factors may have played a role in making the final selection and what you felt may have helped in arriving at a satisfactory decision.

Test / Assessment is all formal testing or assessment that may have been part of this staffing process (e.g., written test, oral interview, references checked). This may include tests developed by the Personnel Psychology Centre, developed by yourself or your department or agency, or tests from a commercial provider.

The candidates may have undergone testing/assessment specifically for the reference position(s). They may have also undergone testing that linked or led to this staffing process (e.g., part of entry into a pool of partially-assessed candidates). Please include these types of testing as well.

E1.   Which of the following categories of tests did the candidate(s) undergo?
(Mark all that apply. Please note that only one category should be selected for each test / assessment undergone.)

01 ◯   Written knowledge test

02 ◯   General aptitude or cognitive ability test

03 ◯   Test of writing skill

04 ◯   A standardized test that simulated on-the-job performance (e.g., in-basket, simulation exercise)

05 ◯   Structured interview with an assessment board

06 ◯   Second official language testing (either oral or written)

07 ◯   Other written tests (e.g., personality, situational judgment)

08 ◯   None of the above

97 ◯   Don't know

E2.   Which of the following other sources of information were used?
(Mark all that apply.)

01 ◯   Reference checks

02 ◯   360-degree feedback

03 ◯   Informal meeting with the hiring manager

04 ◯   Employee performance report/appraisal

05 ◯   Portfolio submission

06 ◯   Academic evaluation or transcript

07 ◯   None of the above

97 ◯   Don't know

E3. To what extent was an assessment specialist of some sort (e.g., someone at the Personnel Psychology Center or elsewhere) consulted prior to choosing the tests and/or information sources used for this staffing process?

- 1 ◯ Not at all
- 2 ◯ To some extent
- 3 ◯ To a great extent
- 4 ◯ Not applicable or not required for this process
- 7 ◯ Don't know

E4. Was the process abandoned or terminated for any reason, prior to making a selection decision?

- 1 ◯ Yes ▶ *Go to Section F*
- 2 ◯ No

E5. To what extent have the following influenced the appointment selection decision(s)?

	Not at all or to a limited extent	To some extent	To a great extent	Not applicable
a) Departmental/agency policy	1 ◯	2 ◯	3 ◯	4 ●
b) Public Service-wide policy	1 ◯	2 ◯	3 ◯	4 ●
c) Alignment with departmental/agency HR strategy	1 ◯	2 ◯	3 ◯	4 ●
d) Strategic staff development for future needs or roles	1 ◯	2 ◯	3 ◯	4 ●
e) The asset qualifications for the position(s)	1 ◯	2 ◯	3 ◯	4 ◯
f) The identified organizational needs for the position(s)	1 ◯	2 ◯	3 ◯	4 ●

E6. If this staffing process did not result in an appointment(s) ▶ *Go to question E10*
Otherwise continue to next question.

E7. To what extent are you satisfied with the quality of the person(s) hired for the position(s)?

- 1 ◯ To a minimal extent
- 2 ◯ To a moderate extent
- 3 ◯ To a great extent
- 7 ◯ Don't know

E8. How much opportunity have you had to observe the performance of the appointee(s) since the conclusion of this staffing process?

1 ◯ None

2 ◯ Minimal

3 ◯ Moderate

4 ◯ Considerable

5 ◯ Not applicable

E9. Was the process successful in filling all the intended position(s)?

1 ◯ Yes ▶ *Go to Section F*

2 ◯ No

7 ◯ Don't know ▶ *Go to Section F*

E10. To what extent did each of the following contribute to the fact that this staffing process did not result in an appointment or filling all the available positions?

	Not at all or to a limited extent	To some extent	To a great extent	Not applicable
a) No qualified candidates (or not enough) were identified	1 ◯	2 ◯	3 ◯	4 ⬤
b) Area of selection not chosen appropriately	1 ◯	2 ◯	3 ◯	4 ⬤
c) No qualified candidates accepted offer of appointment	1 ◯	2 ◯	3 ◯	4 ⬤
d) Process was compromised in some manner and terminated prematurely	1 ◯	2 ◯	3 ◯	4 ◯
e) Departure of process manager (yourself) during the process	1 ◯	2 ◯	3 ◯	4 ⬤
f) Elimination of, or change in, the position before completion of the process due to external factors (e.g., elimination of program, organizational restructuring)	1 ◯	2 ◯	3 ◯	4 ⬤

SECTION F - The Overall Process

This group of questions examines the time the process took to complete, the results and the external and internal pressures you faced.

F1. Did this staffing process involve any of the following?

a) Informal discussion <u>after</u> the notification of appointment

1 ◯ Yes
2 ◯ No
7 ◯ Don't know

b) Alternative dispute resolution within department or agency

1 ◯ Yes
2 ◯ No
7 ◯ Don't know

c) Formal appeal process

1 ◯ Yes
2 ◯ No
7 ◯ Don't know

d) Offer of appointment declined by first choice

1 ◯ Yes
2 ◯ No
7 ◯ Don't know

e) Any testing accommodations for a disability

1 ◯ Yes
2 ◯ No
7 ◯ Don't know

F2. What type of impact did this staffing action have on the work unit's staff morale?
This could be a reaction to the appointment itself, delays in the process, the area of selection, the assessment or the merit criteria used, or any other aspect of the process.

01 ◯ Not applicable
02 ◯ Very negative
03 ◯ Somewhat negative
04 ◯ No perceptible impact
05 ◯ Somewhat positive
06 ◯ Very positive
07 ◯ None
97 ◯ Don't know

<u>Total elapsed time</u> is the time between when you completed the staffing request form until the appointee first reported for his new position.

F3. In weeks, what was the total elapsed time for this staffing process?

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F4. To what extent was the total elapsed time required for this staffing process delayed by each of the following?

	Not at all or to a limited extent	To some extent	To a great extent	Not applicable
a) Preparation for the process (e.g., position analysis, obtaining approval, producing Merit Criteria)	1 ◯	2 ◯	3 ◯	4 ●
b) Priority clearance	1 ◯	2 ◯	3 ◯	4 ●
c) Staffing process knowledge/expertise of stakeholders (board members, HR support, etc.)	1 ◯	2 ◯	3 ◯	4 ●
d) Availability of board members	1 ◯	2 ◯	3 ◯	4 ◯
e) Availability of HR support	1 ◯	2 ◯	3 ◯	4 ●
f) Language testing	1 ◯	2 ◯	3 ◯	4 ●
g) Security clearance	1 ◯	2 ◯	3 ◯	4 ●
h) Formal appeal or conflict-resolution process	1 ◯	2 ◯	3 ◯	4 ●
i) Availability of candidates	1 ◯	2 ◯	3 ◯	4 ◯

F5. Is there any other important factor not listed previously that may also have delayed the total elapsed time?

1 ◯ Yes, please specify _____

2 ◯ No ▶ *Go to question F7*

F6. To what extent did this factor delay the total elapsed time?

1 ◯ To a great extent

2 ◯ To some extent

3 ◯ To a limited extent

F7. To what extent did you perceive each of the following in this specific staffing action?
(Note: This does not imply you acted on such perceptions.)

a) External pressure to select a particular candidate or candidates

1 ◯ To a great extent

2 ◯ To some extent

3 ◯ Not at all

b) Sense of personal obligation or indebtedness to certain candidates

1 ◯ To a great extent

2 ◯ To some extent

3 ◯ Not at all

F8. To what extent did you feel that you had enough flexibility to carry out this staffing process in an efficient manner?

- 1 ◯ Not at all or to a limited extent
- 2 ◯ To some extent
- 3 ◯ To a great extent
- 7 ◯ Don't know

F9. To what extent do you perceive there to be support within your department/agency for using non-advertised processes for staffing?

- 1 ◯ Not at all or to a limited extent
- 2 ◯ To some extent
- 3 ◯ To a great extent
- 7 ◯ Don't know

F10. If this staffing process was a non-advertised type   ▶ ***Go to Section J***
Otherwise continue to next question.

SECTION G - Choosing and Preparing the Advertised Staffing Process

This set of questions examines what prompted the advertised staffing process and reflects the preparation involved in carrying out this staffing action.

G1. How important were the following factors in choosing to use an advertised staffing process?	Not very important	Somewhat important	Very important	Don't know
a) Wanted to bring new employees into the department/agency or work unit	1 ◯	2 ◯	3 ◯	7 ◯
b) Wanted to improve opportunity to identify high quality candidate(s)	1 ◯	2 ◯	3 ◯	7 ◯
c) The number of positions to be staffed	1 ◯	2 ◯	3 ◯	7 ◯
d) Wanted to increase transparency of process	1 ◯	2 ◯	3 ◯	7 ◯
e) Was required by departmental/agency policy	1 ◯	2 ◯	3 ◯	7 ◯
f) Staffing action(s) part of a larger staffing process intended to provide a pool of partially qualified individuals	1 ◯	2 ◯	3 ◯	7 ◯

G2. Are there any other important factors not listed previously in choosing an advertised staffing process?

- 1 ◯ Yes, please specify _____
- 2 ◯ No

G3. Where was this staffing process advertised? (Mark all that apply.)

1 ◯ In your departmental/agency website or one of the various government websites

2 ◯ In another location

G4. Did you use the Public Service Resourcing System (electronic recruitment tool at jobs.gc.ca) to screen applicants?

1 ◯ Yes

2 ◯ No

7 ◯ Don't know

G5. In total, for how many calendar days was this staffing process advertised?

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1 ◯ There was no closing date identified

7 ◯ Don't know

G6. Did you need to extend the duration of the advertisement period or re-advertise the position(s) in order to have enough candidates for consideration?

1 ◯ Yes

2 ◯ No

7 ◯ Don't know

G7. Was an assessment board used in this staffing process?

1 ◯ Yes

2 ◯ No ▶ *Go to Section H*

G8. Was the same assessment board used for all candidates?

1 ◯ Yes

2 ◯ No

G9. How prepared was the assessment board with respect to the overall needs of this process?
E.g., training on use of the selection tools, group discussion of criteria or interview questions, consultation on any accommodations for person with disability, training in use of informal discussions.

1 ◯ Less than adequately prepared

2 ◯ Adequately prepared

3 ◯ More than adequately prepared

7 ◯ Don't know

SECTION H - Candidate Source

This group of questions depicts the different potential sources of candidates made available to you, or that were sought out

H1. Was the position(s) open to the public?

1 ◯ Yes

2 ◯ No

H2. For this process, was the area of selection for candidates <u>from your department or agency</u>…

	Yes	No
a) restricted to the National Capital Region?	1 ◯	2 ◯
b) restricted to a specific locale (other than NCR)?	1 ◯	2 ◯
c) restricted to a geographical region (not local or NCR)?	1 ◯	2 ◯
d) restricted to your branch or directorate?	1 ◯	2 ◯
e) restricted to one or more occupational groups?	1 ◯	2 ◯
f) expanded to one or more employment equity groups?	1 ◯	2 ◯

H3. Was this staffing process restricted to the candidates of your department or agency?

1 ◯ Yes ▶ *Go to question H5*

2 ◯ No

H4. For this process, was the area of selection for other candidates <u>outside your department or agency</u>…

	Yes	No
a) restricted to the National Capital Region?	1 ◯	2 ◯
b) restricted to a specific locale (other than NCR)?	1 ◯	2 ◯
c) restricted to a geographical region (not local or NCR)?	1 ◯	2 ◯
d) restricted to your branch or directorate?	1 ◯	2 ◯
e) restricted to one or more occupational groups?	1 ◯	2 ◯
f) expanded to one or more employment equity groups?	1 ◯	2 ◯

H5. How many positions were to be filled <u>in your work unit</u> from this staffing action?

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H6. How many qualified candidates did you have to consider at the end of the process?

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H7. How many candidates did you initially have for consideration? This could be a list of candidates provided to you by the Public Service Commission or by human resources in your own department/agency.

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H8. Was managing the volume of applicants a concern for you?

1 ◯ Yes

2 ◯ No ▶ *Go to Section I*

H9. Which of the following volume-management strategies did you use?
(Mark all that apply.)

01 ◯ Limited the area of selection

02 ◯ Limited the duration of advertising

03 ◯ Limited the location of advertising

04 ◯ Used a job preview or another type of advanced information about the job to encourage applicants to self-screen out

05 ◯ Used a screening tool to reduce the number of applicants that would be screened in

06 ◯ Increased the strictness of the Essential Qualifications

07 ◯ Other, please specify _____

SECTION I - Advertised Staffing Process and Selection Decision

I1. If this staffing process was abandoned or terminated for any reason, prior to making a selection decision ▶ **Go to question I4**

Otherwise continue to next question.

I2. To what extent have the following been helpful in the appointment selection process?	Not at all or to a limited extent	To some extent	To a great extent
a) Using a competency profile	1 ◯	2 ◯	3 ◯
b) Written tests	1 ◯	2 ◯	3 ◯
c) Informal assessments (such as informal discussion with candidate, observation of their work)	1 ◯	2 ◯	3 ◯
d) Recommendations from people you know	1 ◯	2 ◯	3 ◯
e) Using a pre-existing inventory, pool or list of qualified candidates	1 ◯	2 ◯	3 ◯

I3. To what extent were each of the following attributes of the candidate(s) considered important in making the selection decision of the position(s)?	Not at all or to a limited extent	To some extent	To a great extent
a) Their general or specialized knowledge	1 ◯	2 ◯	3 ◯
b) Their abilities or special skills	1 ◯	2 ◯	3 ◯
c) Their training or academic background	1 ◯	2 ◯	3 ◯
d) Their personal suitability or match to the work team	1 ◯	2 ◯	3 ◯
e) Their work experience/background	1 ◯	2 ◯	3 ◯
f) Their past work record	1 ◯	2 ◯	3 ◯
g) Their familiarity with the work unit or its projects	1 ◯	2 ◯	3 ◯
h) Their potential for development to higher or other positions	1 ◯	2 ◯	3 ◯

I4. In retrospect do you feel an advertised staffing process was truly needed to staff the position(s)?

1 ◯ Not at all or to a limited extent ▶ **Go to Section K**

2 ◯ To some extent ▶ **Go to Section K**

3 ◯ To a great extent ▶ **Go to Section K**

7 ◯ Don't know ▶ **Go to Section K**

SECTION J - Non-Advertised Staffing Process

J1. How important were the following factors in choosing a non-advertised staffing process?	Not very important	Somewhat important	Very important
a) Demonstrable urgent need to staff position	1 ◯	2 ◯	3 ◯
b) Skill shortage area with identified feeder group/source	1 ◯	2 ◯	3 ◯
c) Outcome of developmental program or other investment in staff	1 ◯	2 ◯	3 ◯

J2. Are there any other important factors not listed previously in choosing a non-advertised staffing process?

1 ◯ Yes, please specify _____

2 ◯ No

J3. Did you provide a written rationale for the use of a non-advertised process?

1 ◯ Yes

2 ◯ No ▶ *Go to question J5*

J4. Was the written rationale placed on file?

1 ◯ Yes

2 ◯ No

J5. If this staffing process was a reclassification… ▶ *Go to question J7*

Otherwise continue to next question.

J6. Was the area of selection for this staffing process …	Yes	No
a) Open to employees across Canada?	1 ◯	2 ◯
b) Restricted to the Federal Public Service?	1 ◯	2 ◯
c) Restricted to your department/agency?	1 ◯	2 ◯
d) Restricted to the National Capital Region (NCR)?	1 ◯	2 ◯
e) Restricted to a locale (other than NCR)?	1 ◯	2 ◯
f) Restricted to a geographical region (not local or NCR)?	1 ◯	2 ◯
g) Restricted to your branch or directorate?	1 ◯	2 ◯
h) Restricted to one or more occupational group?	1 ◯	2 ◯
i) Expanded to one or more employment equity groups?	1 ◯	2 ◯

J7. Was the appointee in any of the following <u>before</u> the appointment offer?
(Mark one only.)

¹ ◯ On an assignment or secondment

² ◯ Part of a specific training or development program (MTP, CAP, etc.)

³ ◯ In a bridging program

⁴ ◯ None of the above

⁷ ◯ Don't know

J8. In retrospect do you feel an advertised staffing process could have yielded a more qualified candidate?

¹ ◯ Not at all or to a limited extent

² ◯ To some extent

³ ◯ To a great extent

⁷ ◯ Don't know

SECTION K - Background Information

K1. Do you presently work for the department or agency printed on the front page?

1 ◯ Yes ▶ *Go to question K3*

2 ◯ No

K2. Which department or agency do you presently work for?

01 ◯ Agriculture and Agri-Food Canada

02 ◯ Atlantic Canada Opportunities Agency

03 ◯ Canada Public Service Human Resources Agency of Canada

04 ◯ Canada School of Public Service

05 ◯ Canadian Border Service Agency

06 ◯ Canadian Grain Commission

07 ◯ Canadian International Development Agency

08 ◯ Canadian Radio - Television and Telecommunications Commission (CRTC)

09 ◯ Canadian Space Agency

10 ◯ Citizenship and Immigration Canada

11 ◯ Correctional Service of Canada

12 ◯ Courts Administration Service

13 ◯ Department of Canadian Heritage

14 ◯ Department of Finance Canada

15 ◯ Department of Foreign Affairs and International Trade

16 ◯ Department of Indian and Northern Affairs Canada

17 ◯ Department of National Defence

18 ◯ Department of Veterans Affairs Canada

19 ◯ Economic Development Agency of Canada for the regions of Québec

20 ◯ Elections Canada

21 ◯ Environment Canada

22 ◯ Fisheries and Oceans Canada

23 ◯ Health Canada

24 ◯ Human Resources and Social Development

25 ◯ Immigration and Refugee Board

26 ◯ Industry Canada

27 ◯ Justice Canada

28 ◯ Library and Archives Canada

29 ◯ Natural Resources Canada

30 ◯ Office of the Superintendent of Financial Institutions

31 ◯ Passport Canada

32 ◯ Privy Council Office

33 ◯ Public Health Agency of Canada

34 ◯ Public Safety and Emergency Preparedness Canada

35 ◯ Public Service Commission of Canada

36 ◯ Public Works and Government Services Canada

37 ◯ Royal Canadian Mounted Police

38 ◯ Service Canada

39 ◯ Statistics Canada

40 ◯ Transport Canada

41 ◯ Treasury Board of Canada Secretariat

42 ◯ Western Economic Diversification Canada

43 ◯ Other

K3. During the past <u>6 months</u>, how many staffing processes have you overseen as a staffing process manager whether directly or indirectly?

01 ◯ None

02 ◯ 1

03 ◯ 2

04 ◯ 3

05 ◯ 4

06 ◯ 5

07 ◯ More than 6

K4. How many of these were advertised processes?

01 ◯ None

02 ◯ 1

03 ◯ 2

04 ◯ 3

05 ◯ 4

06 ◯ 5

07 ◯ More than 6

K5. During the past <u>2 years</u>, how many staffing processes have you been involved with as a member of an assessment board?

1 ◯ 1 to 2

2 ◯ 3 to 5

3 ◯ 6 to 10

4 ◯ More than 10

5 ◯ Not applicable

K6. When were you first involved in a staffing process, either as a selection board member, HR officer, or process manager?

1 ◯ Less than 2 years ago

2 ◯ 2 to 5 years ago

3 ◯ 6 to 10 years ago

4 ◯ More than 10 years ago

K7. If this staffing action involved a collective staffing process (e.g., pool, inventory) …▶ **Go to question K9**

Otherwise continue to next question.

K8. Where is your current position located?

 1 ◯ In the same work unit where the position of this staffing process was located

 2 ◯ In the same department/agency, but a different work unit than the position of this staffing process

 3 ◯ In a different department/agency from where this staffing process took place

K9. Statistics Canada has entered into an agreement with the Public Service Commission (PSC) to share information from this survey. The PSC will not be given your name or other unique identifiers. The PSC has agreed to keep all the information provided confidential and to use it only for statistical purposes and analysis at the departmental and public-service-wide level.

Do you agree to allow Statistics Canada to share your answers with the Public Service Commission?

 1 ◯ Yes

 2 ◯ No

K10. Please feel free to use the space below to comment on your experience with the staffing action.

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**Thank you for your co-operation in
responding to this survey.
Your views are essential to assuring the overall integrity of staffing
in the federal Public Service.**

360-degree feedback: A form of assessment involving ratings of the strengths and weaknesses of an individual by colleagues working at the same level, employees who report to that person and individuals who that person reports to. Used primarily for middle management positions and above.

Acting position: The temporary assignment of an employee to the duties of a higher level position (i.e., one with a maximum rate of pay that would normally constitute a promotion). This does not include temporary assignments without any adjustment to pay.

Advertised process: The term used to refer to any competitive process under the new Public Service Employment Act (PSEA), including both processes open to the public and those not open to the public. (Competitive staffing process under the previous PSEA.)

Alternative dispute resolution: An informal mediated approach to resolving conflicts between parties in order to reduce the need to resort to formal grievance or appeal processes; in this case, those disputes regarding staffing procedures or outcomes.

Appointment: The action taken to fill a position.

Area of selection: The limits placed on who may apply for a position. This can include limits on the basis of being a member of the Public Service, a member of the department, living within a certain locale, or being in a particular occupational group.

Asset qualification: These are qualifications that are not essential to perform the work, but are ones that now, or in the future, would benefit the organization or would enhance a person's ability to do the job.

Assignment: A temporary position, at the same level within the same department or agency, to perform the duties of an existing position or take on a special project.

Bridging program: This mechanism enables the appointment of students without competition from outside the Public Service (upon referral from the PSC) or by including them in a closed competition, provided they are still employed by a department as an FSWEP or CO-OP student and are included in the area of selection for the closed competition.

Casual: A person hired on a short-term temporary basis. Someone hired as a casual employee may not work in one department more than 125 days in a 12-month period, nor enter closed competitions.

Cognitive ability test: Any employment test which examines general reasoning abilities. Usually a multiple choice test, administered on paper or electronically.

Collective Staffing Process: Process to fill multiple positions in more than one work unit or for more than one hiring manager.

Competency profile: Competencies are general descriptions of the abilities necessary to perform successfully in areas specified. Competency profiles synthesize skills, knowledge, attributes and values, and express performance requirements in behavioural terms.

Concluded Process: Means that the process came to an end for you personally, regardless of the actual outcome. It may have concluded with you receiving an offer of appointment, with you being placed in an inventory or pool of candidates for future consideration, with you being informed that you were unsuccessful, or the process may have ended prematurely before any appointment decision was made.

Consulting position: A position for a professional who provides advice in a particular area of expertise. Is in business for himself or for a consultancy firm, usually with multiple and changing clients.

Conversion of a Term Position to Indeterminate: Under the Public Service Employment Act (PSEA), term positions must be converted to indeterminate status if extended or renewed beyond 3 years of continuous employment within the same department. The change in work status from term to indeterminate stems from the passage of a pre-specified period of time rather than an assessment against merit criteria.

Deemed as qualified: This term is used to identify candidates that have met the merit criteria set out for the advertised staffing process. This however does not mean that the candidate was offered the position.

Deployment (program): The transfer of an employee from one position to another in the same or, where authorized by the Public Service Employment Regulations (PSER), another occupational group. A deployment may not result in a promotion, nor a change of tenure. It requires the consent of the employee, unless an agreement to being deployed is a condition of his or her employment.

Development program: Program for developing employees via a series of rotations or placements. Usually employees in these programs will get a promotion within a set amount of time (e.g. ES-1 to ES-2 after a year).

Disability (person with a): Has a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and considers himself/herself to be disadvantaged in employment by reason of that impairment, or believes that an employer or potential employer is likely to consider him/her to be disadvantaged in employment by reason of that impairment. This term includes persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace. The disability may precede their appointment to the Public Service, or arise after the individual becomes a public servant.

Diversity/representativeness of staff: The extent to which members of the four designated employment equity groups (women, members of visible minorities, persons with disabilities, aboriginal persons) are found in the workplace, either with respect to their presence in the population or the local client base.

Elapsed time is the time between when you completed the staffing request form until the appointee first reported for his new position.

Employee Performance Report/Appraisal: The supervisor's annual assessment of the employee's work performance against agreed-upon expectations and obligations.

Employment Equity Groups (member): A person who meets the criteria of one or more of the 4 groups (female, person with a disability, member of a visible minority, Aboriginal person) designated under the Employment Equity Act.

Essential qualifications: Essential qualifications are those necessary for the work to be performed and must be met in order for a person to be appointed.

Federal Public Service: The federal Public Service includes all those departments, agencies, commissions, boards, etc., that are governed under the Public Service Employment Act. This does not include certain separate employers such as the Canada Revenue Agency, Canada Food Inspection Agency, Parks Canada, the Canadian Forces or the non-civilian side of the RCMP.

File (written rationale): Such documentation may be available from the hiring manager or human resources officer; or staffing results data maintained by an organization to monitor its staffing activities as a whole.

Geographical region (not local or NCR) <area of selection>: Although the law does not permit hiring to be along provincial lines, the area of selection can be confined to broad geographical regions such as "west of the great lakes", or "Atlantic Canada".

Hiring Manager: is defined as the person who chairs the assessment board in the case of an advertised (competitive) process or provides the written rationale in the case of a non-advertised (non-competitive) process.

Incumbent-based promotion: Promotion based on a track record with identifiable accomplishments, usually related to scientist promotions (e.g. UT and SE occupational groups).

Independent agency affiliated with a department: Small smaller agencies that have become independent from a larger department may continue to share services with the original department, such as HR, libraries, and I.T.

Indeterminate Position: Person appointed for an indefinite period.

Informal Discussion: As soon as candidates are no longer considered for an appointment, they can, if they wish, request an informal discussion with the hiring manager or assessment board to understand why the decision was made. Informal discussions about the process can be requested by considered candidates as well.

Informal Meeting with the Hiring Manager: In some cases, the hiring manager may wish to meet with the candidate informally to discuss the candidate's areas of expertise or job interests, primarily for purposes of placing them appropriately rather than making a hiring decision per se. This is distinct from a structured job interview, where the hiring manager and other members of the assessment board ask the same questions of all candidates and evaluate them against a scoring template and merit criteria.

Inventory (open-ended recruitment program): A list of not-yet-assessed candidates for referral to hiring managers as positions arise. Individuals in an inventory will have applied for a general type of position, and require assessment against the specific position qualifications following referral.

Locale (other than NCR) <area of selection>: The area of selection can be confined to a specific "locale", like a 50km radius of Toronto or Regina or Ottawa. This is distinct from a geographic area of selection such as "west of the great lakes", or the Atlantic region.

Manager of staffing process: is defined as the person who chairs the assessment board (selection board under the previous Public Service Employment Act (PSEA)) in the case of advertised processes or provides the written rationale for the appointment in the case of non-advertised processes.

Merit Criteria: Under the current Public Service Employment Act, "merit" includes essential qualifications as well as other situationally-relevant criteria. Essential qualifications are those necessary for the work to be performed and must be met in order for a person to be appointed. Other merit criteria include qualifications felt to be an asset (e.g., experience or training in some area), meeting necessary operational requirements (e.g., availability for shift work), or match to broader organizational needs identified by the deputy head (e.g., diversity).

Non-Advertised Process: In a non-advertised process, a manager does not solicit applications, but considers one or more persons for the position. For example, a manager could consider all of the employees in his or her work unit for a promotion, without soliciting applications. (Non-competitive staffing process under the previous Public Service Employment Act (PSEA). Persons appointed via a non-advertised process must still meet pre-specified merit criteria in a demonstrable fashion.

Partially Assessed: A partially-assessed candidate meets those essential qualifications shared amongst a group of positions for which they applied, but not necessarily all the qualifications of any particular position.

Pool (of assessed or partially assessed individuals): Group of candidates for future consideration who have been assessed on at least one of the merit criteria common to a number of positions. Individuals in the pool may undergo additional assessment on the remaining merit criteria as positions become available to be filled.

Portfolio Submission: Some advertised positions (e.g., a graphics or web-page designer) may request submission of examples of the candidate's past

Priority Administration/Status: A Public Service-wide inventory of Indeterminate employees displaced from their position, and several other types of persons (e.g., veterans), who are entitled to be considered for appointment by hiring managers eligible ahead of other candidates if they are qualified for the position. This inventory of priority status employees is administered by the Public Service Commission (PSC) and used to match individuals with positions for which they might be qualified for appointment.

Promotion Arising from the Completion of a Specific Training or Development Program: In some instances, employees enter a training program as part of their employment, with the understanding that they will be promoted to a higher position when the training is successfully completed.

PSEA: Public Service Employment Act. The PSEA which came into full effect December 31, 2005, replaces the PSEA that was in place previously.

Reclassification: This means a change in either the occupational group or level of the position (or both) as a result of a classification decision. This may be applied to an individual employee or to position that pertains to a number of employees at once.

Reference Process: The staffing process you are describing in this survey which came to a conclusion (see definition) for you most recently during the previous 6 months. This is distinct from any other processes you may have participated in during that same period or any you may still be a part of at this time.

Screened in: This term is used to identify applicants that have demonstrated that they meet the minimum essential qualifications.

Secondment: A limited term assignment in another department/agency.

Simulation Exercise or In-Basket: Assessment exercises in which the candidate's behaviour and/or reasoning is assessed with written and/or oral tasks that attempt to mimic the actual job context by placing the applicant in the role of incumbent. These are standardized tests, scored against a template (note that in-baskets use professional scorers, and simulations are scored by the assessment board), and are distinguished from individual hypothetical questions or scenarios that may arise in interviews.

Specialist (assessment): an employee at the Public Service Commission Personnel Psychology Center or someone with expertise in use of selection tests.

Staffing Process: any staffing action or process intended to result in one or more appointments (position offers) within, or into the federal public service. This may involve a change in group and/or level of a position (e.g. CR-03 to CR-05), and/or a change in status (e.g. term to indeterminate).

Status (employment): The nature of the employee's contractual relationship with the employer (casual or consulting, term, indeterminate) is referred to as their employment status.

Term Position: Person appointed for a specified period.

Test/Assessment: is all formal testing or assessment that may have been part of this staffing process (e.g., written test, oral interview, references checked).

Unique Identifier: Any information that is unique to you (i.e., name, telephone number, email address, etc.), which would allow respondents to be individually identified in any way.

Work Unit: Group of people that have the same objective or that work on the same project and come into regular contact, or meet regularly, with each other.

Written rationale: The written rationale for a non-advertised process is defined as a rationale for each non-advertised process, demonstrating how it meets the organizational criteria and the appointment values.

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