

**NATIONAL UNION-MANAGEMENT CONSULTATION STAFFING SUB-COMMITTEE  
(UMCSSC) /SOUS-COMITÉ NATIONALE DE CONSULTATION SYNDICALE-PATRONALE  
SUR LA DOTATION (SCCSPD)**

**April 24, 2018, 3:00 p.m. to 4:30 p.m. / le 24 avril 2018, 15h00 à 16h30  
Room 900A, Brooke Claxton Building / Pièce 900A, édifice Brooke Claxton**

**Teleconference Access / Accès par téléconférence  
Number / Numéro: 1-877-413-4788  
Code: 5992258**

**New Direction in Staffing (NDS) Update**

**Background:**

In 2016, the Public Service Commission (PSC) implemented the NDS allowing departments greater scope to customize approaches to staffing to meet their particular needs, while continuing to ensure that public service staffing remains merit-based and non-partisan.

The intent of the NDS was to modernize staffing by:

- 1) offering more variety in hiring processing;
- 2) streamlining policies and leveraging agile staffing approaches;
- 3) offering greater flexibility and increased discretion for managers when making appointment decisions, while ensuring that legislative requirements and staffing values are upheld; and
- 4) reducing PSC oversight, and transitioning to customized organizational staffing monitoring frameworks.

Since April 2016, the PSC's NDS has been implemented at Health Canada (HC) and the Public Health Agency of Canada (PHAC) in a phased manner. Further to the NDS updates provided at the November 2017 Staffing UMCSSC, the following is to bring you up to date on the implementation of the NDS at HC and PHAC.

**Highlights:**

- **National Expansion of Express Lane Staffing Services** was implemented on January 29, 2018. The Human Resources Services Directorate (HRSD) enhanced Express Staffing services to hiring managers by creating a dedicated unit to expedite the processing of low risk administrative staffing actions. This team leveraged the new staffing checklists (released July 2017) and relies on e-filing to help reduce administrative burden. This streamlines processes and reduces documentation needed so that staffing actions are processed faster, as per express lane standards.

Staffing Action Type	Service Standard
Acting less than 4 months	7 business days
Assignment or Secondment	
Casual Employment	
Internal Non-Advertised – PHAC Deployment (Within Department)	
Internal Non-Advertised – HC Deployment (Within Department)	
Internal Non-Advertised – DISC Deployment (Within Department)	
Part-Time Worker	
Term Extension	
Part-Time Worker	
Term Extension	
Student Hires/Re-hires	5 business days

- A **NDS webpage page** with FAQs was launched in December 2017 on the HR Staffing intranet site to enhance communication and awareness. HC/PHAC managers and employees can find information on NDS including updates on implementation at HC and PHAC and links to the PSC gcpedia NDS page.
- **Streamlining of internal staffing controls** to align to the HR Delegation Instrument. Launched January 29, 2018, with the intent to expedite staffing processes by removing existing staffing approvals which were not consistent with the HR Delegation Instrument.
- To streamline and simplify staffing and classification request, one form was created to replace all previous forms used by HC/PHAC. The Classification-Staffing Transaction Request form (**C-STAR**) was launched January 29, 2018.
- **Articulation of Selection Decision (ASD) Guidelines and form** was launched February 5, 2018. This tool provides guidance on making selection and appointment decisions that are unbiased, fact-based, impartial and linked to business needs. The tool also assists managers with properly documenting these decisions.
- Updates to the HC and PHAC **Human Resources Delegation Instrument** were made to align to new Central Agency requirements, legislative changes, emerging HR trends and business requirements
- The **Policy on Criteria for Non-Advertised Appointment Processes** was amended to leverage the flexibilities of the NDS specifically regarding Post-Secondary Recruitment (PSR).

#### Next Steps:

- **NDS Information sessions for all employees** to be launched in 2018-2019. This session is designed to increase employees' understanding of new staffing options used under NDS and how HC/PHAC have implemented NDS.

- **Articulation of Selection Decision (ASD) Workshops** to be launched in this fiscal year. These are intended for managers and Human Resources Advisors and will focus on the practical application of the new Guidelines. The workshops will provide tips on drafting effective and transparent ASDs.
- **The new Staffing Monitoring Framework (SMF)** (discussed in November 2017) is being implemented to track progress towards creating a staffing management regime which ensures that an agile, diverse and high-performing workforce is in place on a continuous basis to maximize organizational performance. The monitoring criteria for the five (5) year cycle will include:
  - Efficiency of staffing and recruitment efforts;
  - Effectiveness of staffing recruitment efforts (quality of hire);
  - Enhanced use of staffing flexibilities;
  - Compliance to legislative and policy requirements, ADAI and staffing values; and
  - HR Planning.

The monitoring activities will be reported in Q4 of 2018-2019 and will form part of the cyclical review for PSC monitoring.

- **Pool Management** guidelines, tools and procedures to support HR Operations and sub-delegated managers to be developed in consultation with unions.
- **Art of the Possible: Manager's Toolkit** to be launched in this fiscal year and will provide a summary of temporary and permanent staffing options available to hiring managers. Presented with the NDS lens of leveraging staffing flexibilities, the Toolkit will also include a review of considerations and risks; ensuring that managers make decisions that respect the staffing values while maximizing efficiencies.