



Health Canada and the Public
Health Agency of Canada

Santé Canada et l'Agence
de la santé publique du Canada

Public Health Agency of Canada Human Resources Delegation Instrument

Effective: March 1, 2018

Revision D.4



Canada 

I hereby delegate to the managers and supervisors of the Public Health Agency of Canada the human resources authorities as outlined in this Human Resources Delegation Instrument.

Je délègue, par la présente, aux gestionnaires et aux superviseurs de l'Agence de la santé publique du Canada les pouvoirs en ressources humaines, comme il est établi dans le présent document de délégation.

Siddika Mithani

Dr. Siddika Mithani
President / Présidente
Public Health Agency of Canada / Agence de la santé publique du Canada

Date

Revision History

Revision #:	Date:	Description:	Approved by :
Rev. A	February 7, 2014	A/DH requested to raise the authority to approve non-imperative staffing of bilingual positions to Level 1.	Krista Outhwaite
Rev. A.1	March 5, 2014	Minor editorial changes to Interchange and Work Force Adjustment sections. Correction of typographical error.	Cathy Peters
Rev. A.2	January 15, 2015	Minor editorial changes to Classification, Resourcing and Performance Management sections. Comments added for clarification. Correction of an administrative error in Performance Management section. Note added as a header to explain links to legislative and policy references.	Robert Ianiro
Rev. D.1	February 11, 2015	Editorial change to signature section to reflect new role of President as Deputy Head of the Agency. Editorial change to chart of delegation levels to reflect that the Chief Public Health Officer (CPHO) is now at Level 2 for the purposes of HR delegation. Change in level of the authority to approve the content of non-generic work descriptions for EX positions from Level 2 to Level 3. Addition of a comment to include the new President's Medal as a Deputy Head award. Addition of an authority for the CPHO to grant the CPHO Medal.	Krista Outhwaite
Rev. D.2	May 30, 2016	New authority delegated to the Deputy Head from the Public Service Commission (PSC), regarding the approval of exceptions to the national area of selection for external processes effective April 1, 2016. Modifications made to the resourcing section, specifically the order of non-advertised appointments (16) and three new criteria added under section 16. Changes to delegation levels for the leave entitlements without pay and changes to leave with or without pay for union business.	Siddika Mithani

Rev. A.3	January 31, 2018	Editorial changes to Classification for clarity. Alignment of wording of Resourcing authorities to the Appointment Delegation and Accountability Instrument (ADAI). Update to titles to reflect HR re-alignment.	Cathy Peters
Rev. D.3	January 31, 2018	New authority delegated to the Deputy Head from TBS with regards to creating positions outside of the classification standards (Deputy Head Directed Classification Decisions). Clarifications to authorities related to EX resourcing.	Siddika Mithani
Rev. D.4.	March 1, 2018	New Classification authority for all transactions pertaining to EC-08 positions. Changes in delegation authority levels for Workforce Management and Performance Management.	Siddika Mithani

TABLE OF CONTENTS

Revision History.....	2
INTRODUCTION.....	7
SHARED SERVICES AGREEMENT.....	7
SUPPORTING PEOPLE MANAGEMENT.....	7
DELEGATION OF HUMAN RESOURCES AUTHORITIES.....	7
Responsibilities.....	7
REMEDIAL MEASURES.....	8
CONFLICT OF INTEREST.....	8
PROCEDURE FOR UPDATING THE HUMAN RESOURCES DELEGATION INSTRUMENT.....	9
Authority for Administrative Changes.....	9
CANCELLATION.....	9
CHART OF DELEGATION LEVELS.....	10
ORGANIZATIONAL DESIGN & CLASSIFICATION.....	11
Delegation of Classification Authority.....	11
Conditions for Delegation of Management Classification Request Authority.....	11
Organizational Design.....	11
Work Descriptions.....	11
Generics.....	11
Non-Generics.....	12
Classification Transaction Requests (Signing of CSTAR – Classification-Staffing Transaction Request).....	12
Classification Decisions (Signing of EPAR).....	13
Other Classification Authorities.....	14
Classification Grievances.....	14
RESOURCING.....	15
Delegation of Staffing Authority.....	15
Conditions of Staffing Delegation.....	15
Appointment Process.....	16
Determination of Compensation and Benefits.....	17
Management of Bilingual Non-Imperative Appointments.....	17
Management of Term to Indeterminate Rollovers.....	18

Appointment Authorities	18
Priority Administration and Appointments	21
Scientific Research (SE-RES) Resourcing Authorities	21
Other Resourcing Authorities	22
Interchange	22
Recourse, Investigations & Revocation	24
COMPENSATION	26
PERFORMANCE MANAGEMENT	27
Determination of Performance Pay	27
Management of Unsatisfactory Performance	27
LEARNING & DEVELOPMENT	28
Training	28
Second Language Training	28
Identification of Mandatory Training	28
Establishment of Development Programs	28
AWARDS & RECOGNITION	29
WORKPLACE MANAGEMENT	30
Organizational Wellness & Disability Management	30
Conflict of Interest and Post Employment	30
Political Activities	30
Labour-Management Activities	30
Exclusions and Essential Services	31
WORKFORCE MANAGEMENT	32
Hours of Work and Modified Work Arrangements	32
Extra Duty	32
Leave	32
Leave Entitlements with Pay	32
Leave Entitlements without Pay	34
Leave for Union Business	34
Other Leave Related Entitlements and Leave Administration	35
Complaints, Grievances & Harassment	35
Grievances	35

Harassment.....	36
Administrative Suspension or Reassignment Pending Investigation.....	37
Disciplinary Measures	37
Permanent or Temporary Separation	37
Work Force Adjustment.....	37
Alternate Delivery Initiatives (ADI).....	38
Career Transition Agreement for Executives.....	39
REFERENCES	40

INTRODUCTION

Deputy Heads receive human resources delegation through the powers delegated by the Treasury Board Secretariat (TBS) and Governor in Council as established in the Financial Administration Act (FAA), as well as through agreements with the TBS and the Public Service Commission (PSC).

Deputy Heads delegate some of their authorities to managers and supervisors through the Human Resources Delegation Instrument, while remaining ultimately responsible and accountable for these authorities to central agencies and Parliament. Authorities are assigned to managers where responsibility can be most effectively exercised and where accountability for results can be determined.

SHARED SERVICES AGREEMENT

As part of the Shared Services Agreement between Health Canada (HC) and the Public Health Agency of Canada (the Agency), the Human Resources Services Directorate (HRSD) had developed a common framework for the Delegation Instrument. This framework combines the best-practices of both organizations while also allowing each Deputy Head to delegate their authorities according to the needs and culture of their specific organization.

SUPPORTING PEOPLE MANAGEMENT

People are our most important asset. As such, effective people management is essential to establishing a healthy and productive workplace. As managers, it is your role to create a workplace culture that nurtures the talents of each employee, enabling them to deliver on the priorities of the organization.

Employees who are well-supported and receive needed training and feedback are better prepared to do their jobs. Above all, dialogue with the team and transparency in management actions contribute to maintaining trust, respect and a sense of fairness. All of these elements play an important role in building a high performing workplace culture. Managers and supervisors throughout the organization have a major role to play to maintain and expand organizational dialogue, and to foster transparency and engagement at all levels.

DELEGATION OF HUMAN RESOURCES AUTHORITIES

Managers are expected to administer their delegated authorities in a fair, transparent and objective manner that is mindful of employees' needs and responsive to operational requirements. Managers will be held accountable for all decisions they make in accordance with their delegated authority.

This Instrument identifies the lowest level of management that is delegated to act. For example, if an authority is delegated to Level 5 managers, any Level 1 to Level 4 manager in the same organizational hierarchy can also exercise that authority. A delegate cannot approve actions that would impact themselves directly. For example, a delegate cannot approve their own leave. In the absence of the responsible manager or supervisor, the human resources delegation rests with the next higher position in the management hierarchy, or with the person designated to act in their position, respecting established policy frameworks as appropriate.

Responsibilities

1. The Deputy Head is responsible, as a delegate, for the exercise of the powers and functions of the PSC, with certain exceptions as specified in the Appointment Delegation and Accountability Instrument (ADAI). The Deputy Head is given the authority to sub-delegate some of these HR authorities.
2. All Level 2 and Level 3 delegates, as defined in the Chart of Delegation Levels, must:

- a. ensure all staff with a managerial / supervisory role are informed of what delegated HR authorities they have; and
 - b. consult with Executive Groups Services (EGS) for any actions impacting executives.
3. The Director General, Human Resources Services Directorate (DG, HRSD), is responsible for the periodic review of this Human Resources Delegation Instrument and recommending any changes as required.
4. HR Advisors in all disciplines are responsible for providing effective and timely advice and assistance to sub-delegated managers and supervisors with respect to this Instrument.
5. Sub-delegated managers and supervisors are responsible for:
 - a. being aware of and respecting all applicable legislation related to their sub-delegated authorities, in addition to collective agreements and terms and conditions of employment;
 - b. adhering to organizational policies, PSC and TBS policies, be they related to people management, the integrity of appointments or any other relevant frameworks, directives or guidelines;
 - c. exercising authority within their sphere of responsibility, in accordance with the levels defined in this Instrument, in a manner that is consistent with the objectives of the organization;
 - d. consulting with an HR Advisor where indicated, and ensure they have, or have obtained, the appropriate financial delegation, prior to making decisions on items with cost or budget implications, and consulting their financial officers as required;
 - e. bearing in mind that consultation with Labour Relations is always good management practice and is strongly encouraged at all times; and
 - f. restricting delegation of HR authorities to positions under their responsibility, if required, and advising incumbents of those positions accordingly. With respect to the staffing authority, only the Deputy Head can restrict this authority.

REMEDIAL MEASURES

If, after an investigation, the Deputy Head concludes that there has been a contravention or abuse of sub-delegated authority, the Deputy Head shall take remedial measures such as imposing additional conditions or restrictions, or rescinding the sub-delegated authority in whole or in part. Where the authority of a sub-delegated manager has been restricted or rescinded, the supervisor of the sub-delegated manager will exercise the human resources authority.

CONFLICT OF INTEREST

Public servants maintain public confidence in the objectivity of the public service by preventing and avoiding situations that could give the appearance of a conflict of interest, result in a potential for a conflict of interest or result in an actual conflict of interest. To this end, it is the responsibility of each and every employee to review their specific situation and refer to their obligations under the PHAC Values and Ethics Code, and if a real, apparent or potential conflict of interest exists, he or she is to file a report in a timely manner.

PROCEDURE FOR UPDATING THE HUMAN RESOURCES DELEGATION INSTRUMENT

In order for an organization to react quickly to changes in its working environment, it is important that the specific authorities for the management of human resources be easily accessed and modified.

If a functional lead determines that it is necessary to change the authorities table (e.g. because of a legislative change or as a result of monitoring), the functional lead writes the change and forwards it to DGO for approval. The DG, HRSD then seeks approval of the Assistant Deputy Minister, Corporate Services Branch (ADM, CSB). Once approved by the DG, HRSD and the ADM, CSB, the recommended changes are presented to the DH for approval.

Authority for Administrative Changes

The Deputy Head delegates to the DG, HRSD, the authority to make administrative changes to this Instrument that does not impact the delegation levels. This may include, but is not limited to, updating the wording of the authority for added clarity, updating “Special” delegated authorities if the title of the position changes, updating the front matter before the Chart of Delegation Levels, updating references, or modifying the document for Intranet accessibility.

CANCELLATION

This Human Resources Delegation Instrument supersedes all previous Delegation Instruments.

CHART OF DELEGATION LEVELS

Level	Operational Authority
Level 1	Deputy Head
Level 2	Positions reporting to Level 1, including the Chief Public Health Officer
Level 3	Positions reporting to Level 2
Level 4	Positions reporting to Level 3
Level 5	Supervisory positions with delegated financial authority (cost centre managers)
Level 6	Supervisory positions without delegated financial authority
Special	Specified in the comments section of the authorities table

NOTES:

1. Levels identified in the authorities table indicate the lowest level sub-delegated to exercise that authority. For example, if an authority is delegated to Level 5 managers, any Level 1 to Level 4 manager in the same organizational hierarchy can also exercise that authority.
2. Associates for any position may exercise the same authorities as the position they are associate to, unless specified otherwise in the comments section.
3. Positions reporting to Level 1 to Level 4 managers that are responsible for support (e.g. Strategic Advisors, Senior Advisors, etc.) and who have staff are considered a Level 5 delegated authority if they are a cost centre manager, or a Level 6 delegated authority if they do not have delegated financial signing authority.

Note: The numbers in brackets beside certain authorities link to a legislative or policy reference (footnoted).

AUTHORITY	LEVEL	COMMENTS
<ul style="list-style-type: none"> • Creation of position • Review and update • Reclassification • Change in reporting relationship • Change in language requirements (3) • Deletion of positions • Change in position title • Change in geographic location • Change in security 	Level 1	Also delegated to accredited Classification Advisors with the exception of Deputy Head Directed Classification Decisions.
Other Classification Authorities		
<p>Approve retroactivity of classification actions</p> <ul style="list-style-type: none"> • EX positions (1) • Non-EX positions (2) <ul style="list-style-type: none"> • less than 6 months • 6 to 12 months • more than 12 months 	<p>Level 1</p> <p>Level 5</p> <p>Level 4</p> <p>Level 2</p>	<p>A reclassification of an EX position should normally not be retroactive more than one (1) year.</p> <p>Must be approved by a manager two hierarchical levels above position(s) impacted.</p>
Grant classification accreditation (2)	Special*	*Accreditation proposals are submitted by the Executive Director, Corporate Policy and Programs, to TBS/OCHRO who will review, and once satisfied that requirements have been met, will issue classification accreditation.
Classification Grievances		
Receive classification grievances (4)	Level 6	Supervisors are required to acknowledge receipt of classification grievances before forwarding them to the Classification Policy Centre.
<p>Respond and render a decision on classification grievances (4)</p> <ul style="list-style-type: none"> • EX positions • Non-EX positions 	<p>Special*</p> <p>Special*</p>	<p>*OCHRO within TBS retains this authority.</p> <p>*Delegated to the Executive Director, HR Corporate Policies and Programs, on the recommendation of a Grievance Committee.</p>

RESOURCING

Delegation of Staffing Authority

1. The Deputy Head sub-delegates, in writing, appointment and appointment-related authorities to managers occupying designated positions as indicated in the Chart of Delegation Levels. In addition, a person temporarily performing the duties of a position on an acting basis, assignment, secondment, or Interchange Canada has the authority to exercise the human resources authorities delegated to that position, with appropriate mandatory training.
2. Before exercising staffing authorities, sub-delegated managers shall have completed the required *TBS Policy on Learning, Training and Development* training according to their group and level, as well as Staffing: A Resourcing Tool for Managers (P901) or equivalent training from another department supplemented by one-on-one training from an HR Advisor and have signed the Attestation Form. Selection board members are not required to be sub-delegated managers or to have completed these requirements. Where managers do not have the required training to exercise staffing authorities, the authorities would revert to the next highest position in the hierarchy that meets the conditions for staffing sub-delegation.
3. A sub-delegated manager who occupies a higher position on a temporary basis (e.g. acting) and who has completed the mandatory staffing training and meets the other conditions of delegation may exercise staffing authority associated with the acting level.
4. The sub-delegated person may ask another person, such as a member of an assessment board, to assist with certain aspects of an appointment process (e.g., developing assessment questions, conducting interviews and providing feedback). However, the sub-delegated person remains accountable for taking all decisions and exercising his/her discretion related to his/her sub-delegated authorities (e.g. approval of assessment tools, reviewing who meets the established criteria, etc.).

Conditions of Staffing Delegation

In exercising staffing sub-delegation, managers are responsible for:

1. respecting the *Public Service Employment Act (PSEA)*, and its preamble;
2. ensuring that appointment decisions adhere to the requirements of the *PSEA*, the *Public Service Employment Regulations (PSER)*, as well as any other statutory instruments, central agency and organizational policies and guidelines pertaining to the integrity of appointments (e.g. exclusion orders, the *Employment Equity Act* and the *Official Languages Act*); including taking action and/or corrective measures where appropriate to ensure the integrity of the staffing process.
3. considering the organization's human resources integrated planning priorities and strategies as well as the advice and guidance of Staffing Advisors when choosing an appointment process;
4. developing and initiating the appropriate activities for a sound resourcing strategy;
5. keeping themselves informed of the availability of qualified resources within the labour market;
6. ensuring the effective management and integrity of resourcing activities and costs;
7. establishing merit criteria that respect the Qualification Standards, take into account the organization's human resources plans and strategies and do not discriminate against potential candidates directly or indirectly;
8. complying with requirements and procedures in effect for the administration of priority entitlements;
9. determining areas of selection in accordance with the *Directive on the Area of Selection* and in consultation with their Staffing Advisor;
10. considering the staffing option, based on operational and business needs and respecting values of Merit and Non-Partisanship, Fairness, Access, Representativeness and Transparency. Note that there is no preference for advertised over non-advertised processes;
11. ensuring the persons responsible for candidate assessments are aware of their roles and responsibilities and perform their duties in accordance with the *Values and Ethics Code*;

12. ensuring that assessments of the candidate demonstrate merit;
13. making selection and appointment decisions that are unbiased, fact-based, impartial and linked to business needs and documenting these decisions;
14. communicating applicable resourcing-related information to individuals involved and authorizing offers of appointment; and
15. providing information and opportunities for feedback to candidates about appointment decisions and selection methods.

Note: The numbers in brackets beside certain authorities link to a legislative or policy reference (footnoted).		
AUTHORITY	LEVEL	COMMENTS
Appointment Process		
Determine choice of appointment process, whether advertised or non-advertised (5)	Level 5	
Use any assessment method considered appropriate	Level 5	
Determine area of selection and area of recourse (6) (7)	Level 5	
Determine the requirement for a pre-employment medical examination	Level 4	
Exclusively target designated employment equity groups in an area of selection or expand an area of selection to include members of designated employment equity groups (6)	Level 5	Based on the HR Plan or the Multi-Year Diversity and Employment Equity Plan (MYDEEP).
Approve exception to National Area of Selection for external advertised processes	Level 1	The Deputy Head cannot sub-delegate this authority.
Fix waiting period for the Notice Of Consideration (NOC) for persons in the area of selection (8)	Level 5	Minimum of five calendar days as prescribed in the PSC Notification Policy.
Identify person(s) or proposed person(s) for appointment for the Notification of Appointment or Proposed Appointment (NAPA) or Notices of Acting Appointments (NAA)	Level 5	
Appoint a person or propose a person for appointment, whether or not that person is the one previously considered (8)	Level 5	
Conduct informal discussions with persons who were eliminated from consideration in an internal process and who request such a discussion	Special*	*Can be delegated to members of the Assessment Board.
Approve, as a condition of employment, the requirement to be deployed to another position at a later date <ul style="list-style-type: none"> • EX positions 	Level 1	The decision to impose this condition should be based on objective criteria and not be used to respond to unforeseen and unlikely circumstances. The condition may be applicable to a particular

Note: The numbers in brackets beside certain authorities link to a legislative or policy reference (footnoted).		
AUTHORITY	LEVEL	COMMENTS
<ul style="list-style-type: none"> • Non-EX positions 	Level 2	location, to a prescribed time period, or to other limiting criteria as appropriate. This condition must be included in the letter of offer on initial appointment to the position.
Administer oaths and receive affidavits, declarations and solemn affirmations in the case of appointments from outside the part of the public service to which the Commission has the exclusive authority to make appointments (9)	Level 6	In exceptional circumstances Human Resources Advisors may exercise this authority on behalf of their client managers.
Determination of Compensation and Benefits		
Approve salary above the minimum for non-EX (10) <ul style="list-style-type: none"> • Appointment from outside the public service (10) • Student employment (including student rehires) • Casual employment 	Level 3 Level 5 Level 3	Indeterminate and term. Federal Student Work Experience Program (FSWEP), Research Affiliate Program (RAP) and/or Co-op/Internship program.
Approve salary above minimum for EX appointments in exceptional circumstances (11)	Level 1	In exceptional circumstances, the Deputy Head can authorize an increase in salary of up to 10% of the salary maximum. The Deputy Head cannot sub-delegate this authority.
Determine sick leave credits on appointment for EX appointments (11)	Level 1	When recruited from organizations other than those included in the definition of Service. (11)
Approve vacation leave entitlements for EX appointment where the DM has discretion (11)	Level 1	Deputy Head has discretion to increase beyond the four weeks' vacation leave.
Management of Bilingual Non-Imperative Appointments		
Approve non-imperative staffing of bilingual positions (12) <ul style="list-style-type: none"> • EX positions • Non-EX positions 	Level 1 Level 1	Approval of this appointment also includes approval of language training required to ensure the appointed person achieves the required level of bilingualism within a two-year timeframe.

Note: The numbers in brackets beside certain authorities link to a legislative or policy reference (footnoted).		
AUTHORITY	LEVEL	COMMENTS
Approve the exclusion of a unilingual person eligible for an immediate annuity under the <i>Public Service Superannuation Act</i> (PSSA) within two years after a non-imperative appointment to a bilingual position if the person submits an irrevocable resignation to take effect no later than the end of that two-year period (12)	Level 1	
Approve the extension of the two-year period referred to in an agreement to become bilingual for one or more additional periods — of not more than two years in total (13)	Level 1	The Official Languages Program is responsible for the follow up of all non-imperative staffing cases (for non-EX positions).
Recommend exclusions from meeting official language proficiency requirements on medical grounds (14)	Level 1	An exclusion form has to be filled out, signed by the Deputy Head and submitted to PSC for approval.
Management of Term to Indeterminate Rollovers		
Exclude periods of term employment from the calculation of the cumulative working period for indeterminate appointment under the <i>TBS Term Employment Policy</i> for: <ul style="list-style-type: none"> • Work Force Adjustment situations • Sunset-funded programs / projects / initiatives 	Level 1	
Appointment Authorities		
Advertised appointments to and within the public service based on merit (15) <ul style="list-style-type: none"> • EX positions • Non-EX positions 	Level 2 Level 5	Indeterminate or term.
When appointing from an external advertised process, give preference, in the following order, to: <ul style="list-style-type: none"> • a person in receipt of a pension by reason of war service • a veteran or survivor of a veteran • a Canadian citizen 	Level 5	
Decide to not apply the provisions of the PSEA that relates to appointing a person with a priority entitlement if the appointment will result in another person having a priority right.	Level 5	

Note: The numbers in brackets beside certain authorities link to a legislative or policy reference (footnoted).		
AUTHORITY	LEVEL	COMMENTS
Acting appointments (advertised and non-advertised) for a period of (including extensions): (18) <ul style="list-style-type: none"> • EX positions <ul style="list-style-type: none"> • 12 months or less • more than 12 months • Non-EX positions <ul style="list-style-type: none"> • 12 months or less • more than 12 months to 24 months • more than 24 months 	Level 2 Level 1 Level 4 Level 2 Level 1	HR Planning is encouraged to ensure acting appointments are managed effectively.
Non-advertised appointments (16) <ul style="list-style-type: none"> • EX positions • Non-EX positions 	Level 1	Indeterminate or term.
<ul style="list-style-type: none"> • Promotion in connection with an approved development program or appointment following a developmental program. 	Level 5	
<ul style="list-style-type: none"> • Appointment of an incumbent to his/her reclassified position. 	Level 5	
<ul style="list-style-type: none"> • Appointment of an employee who will be affected by Workforce Adjustment (WFA) in order to avoid a priority situation. 	Level 5	The proposed organizational restructuring is to be related to meeting business objectives and reflected in the HR plan. This appointment is to prevent an employee from being officially affected or declared surplus.
<ul style="list-style-type: none"> • Appointment of a former student in the context of a PSC-approved student employment program, including students who worked in separate agencies under those PSC-approved programs. 	Level 5	
<ul style="list-style-type: none"> • Appointment of a former student in support of the organization's post-secondary recruitment initiatives to implement the Clerk of the PCO's objective of renewal of the public service. 	Level 5	Student who was not previously hired via a PSC program but has graduated from a recognized post-secondary institution and who gained public sector experience (e.g. federal, provincial, municipal) while a student which is related to the position to be staffed.
<ul style="list-style-type: none"> • Appointment of a high calibre former student 	Special*	*The high calibre student must be identified within the context of the PHAC/HC post-secondary recruitment strategy. Only PSR Champions designated by the Executive Committee are authorized to make on-the-spot offers (minimum Level 3).

Note: The numbers in brackets beside certain authorities link to a legislative or policy reference (footnoted).

AUTHORITY	LEVEL	COMMENTS
<ul style="list-style-type: none"> Appointment of a person who previously occupied, under the PSEA, a position requiring competencies or qualifications similar to those required by the present position. 	Level 3	Must be a former employee under the PSEA.
<ul style="list-style-type: none"> Appointment of a person who self-declares or self-identifies as a member of a designated group, in accordance with the organization's employment equity plan or HR Plan. 	Level 5	This appointment is to correspond with the employment equity objectives of the organization.
<ul style="list-style-type: none"> Appointment in an emergency situation for health or safety reasons. 	Level 3	
<ul style="list-style-type: none"> Appointment to a position that is demonstrated as a recruitment pressure. 	Level 5	See Appendix B of the Policy for Non-advertised criteria: Recruitment Pressures. Recruitment pressures are to be identified in the HR plan or integrated operational plan.
<ul style="list-style-type: none"> Appointment to a position that must be filled immediately to prevent the interruption of a major regional or national project or program jointly funded with a partner. 	Level 2	
<ul style="list-style-type: none"> Appointment to a position in a special location or an isolated post location, where the number of potential candidates is small or non-existent. (17) 	Level 3	As per the TBS <i>Isolated Posts and Government Housing Directive</i> (Appendixes A and G) which identifies the specific locations.
<ul style="list-style-type: none"> Appointment to an equivalent group and level that does not constitute a promotion of a person employed by a federal organization that is not subject to the PSEA where deployments cannot be made. 	Level 3	
<ul style="list-style-type: none"> Incumbent-based promotion (applies to SE-RES positions). 	Level 5	These appointments are to correspond with decisions made by the organization's Research Scientist Career Progression Committee.
<ul style="list-style-type: none"> Appointment made to change an employee's tenure from term to indeterminate prior to three-year rollover. 	Level 3	Appointment is to be at the same group and level.

Note: The numbers in brackets beside certain authorities link to a legislative or policy reference (footnoted).		
AUTHORITY	LEVEL	COMMENTS
<ul style="list-style-type: none"> Term appointment of a Public Service Retiree to meet a short term need. 	Level 3	
<ul style="list-style-type: none"> Appointment of an individual who has qualified in another organization's pool. 	Level 3	
<ul style="list-style-type: none"> Other appointments that are not listed above but support a non-advertised appointment process as being the best option for meeting the organization's needs while respecting PSEA core and guiding values. 	Level 2	
Priority Administration and Appointments		
Sign the Manager's Attestation form prior to registering a priority person in the priority inventory <ul style="list-style-type: none"> EX positions Non-EX positions 	Level 2 Level 5	
Consider and appoint a priority status employee in priority to others <ul style="list-style-type: none"> EX positions Non-EX positions (19) (20) (21) (22) (23) (24) 	Level 2 Level 5	If a home organization's employee is declared a priority because of a surplus or laid-off situation, please also refer to the Work Force Adjustment section pertaining to offers of a Reasonable Job Offer to a different level.
Scientific Research (SE-RES) Resourcing Authorities		
Appoint to, or promote, a person within the SE-RES occupational group (incumbent-based) (25) (26)	Level 5	Candidates cannot be appointed unless approved by the Research Scientist Career Progression Committee for entry into, or promotion within, the SE-RES category based on the Career Management Framework for Researchers. This Committee also recommends the salary step within the SE-RES level for external hires.
Inform candidates in writing of the decision of the Research Scientist Career Progression Committee regarding reclassifications or promotion, and offer informal discussion where required (25) (26)	Special*	*Delegated to the Chair of the Research Scientist Career Progression Committee
Establish an independent recourse mechanism (25) (26)	Level 1	
Determine the eligibility of an SE-RES recourse complaint (25) (26)	Special*	*Delegated to the DG, HRSD.
Conduct informal discussions with researchers denied a promotion who request such a discussion (25) (26)	Special*	*Delegated to members of the Research Scientist Career Progression Committee

Note: The numbers in brackets beside certain authorities link to a legislative or policy reference (footnoted).

AUTHORITY	LEVEL	COMMENTS
Appoint an Independent Reviewer or a Review Panel to conduct a review (25) (26)	Level 1	
Determine appropriate action based on the consideration of the reviewer's recommendations (25) (26)	Level 1	
Other Resourcing Authorities		
Deployment <ul style="list-style-type: none"> • EX positions • Non-EX positions 	Level 2 Level 5	Indeterminate or term.
Special Deployment Assignment (SDA) for EX employees	Level 1	The Deputy Head cannot sub-delegate this authority.
Approve secondments/assignments and any extensions for organizations listed in Schedule I and IV of the <i>Financial Administration Act (FAA)</i> <ul style="list-style-type: none"> • Up to two years <ul style="list-style-type: none"> • EX positions • Non-EX positions • Beyond two years <ul style="list-style-type: none"> • EX positions • Non-EX positions 	Level 2 Level 5 Level 1 Level 3	A secondment with organizations not listed under Schedule I and IV of the FAA requires an Interchange Canada agreement. Assignments do not of themselves result in an acting appointment or a promotion.
Hire students via a PSC approved student employment program	Level 5	Federal Student Work Experience Program (FSWEP), Research Affiliate Program (RAP) and/or Co-op/Internship program.
Casual worker (27) <ul style="list-style-type: none"> • EX positions • Non-EX positions 	Level 2 Level 5	
Part-time worker <ul style="list-style-type: none"> • EX positions • Non-EX positions 	Level 2 Level 5	
Change the tenure of a term employee to indeterminate in accordance with the TBS Term Employment Policy	Level 5	
Appointment of a person from a position in the EX group to a position at a level lower or higher than the position that the person occupied immediately before appointment (Underfill/Overfill)	Level 1	Applies to EX-04 and EX-05.
Interchange		
Approve EX level Interchange Canada assignment (28) (29)	Level 1	

Note: The numbers in brackets beside certain authorities link to a legislative or policy reference (footnoted).		
AUTHORITY	LEVEL	COMMENTS
<p>Approve non-EX level assignments, and any extensions, up to a maximum of three years, when the host organization reimburses full salary, benefits and relocation expenses, if any (28) (29) (30)</p> <ul style="list-style-type: none"> • Within Canada • International 	<p>Level 2 Level 1</p>	<p>TBS approval is required when relocation expenses exceed the <i>NJC Relocation Directive</i>.</p> <p>Upon the request of the employee, the Deputy Head can waive entitlements to any or all provisions of the <i>NJC Foreign Service Directive</i>.</p>
<p>Approve non-EX level internal participants when (28) (29):</p> <ul style="list-style-type: none"> • there is <u>not</u> full reimbursement or recovery of salary and benefits • relocation costs are not paid in full by host organization • extending for a fourth or fifth year • any other exceptional circumstances 	<p>Level 1</p>	<p>Perceptions of conflict of interest should be avoided when there is only partial reimbursement or recovery of salary and benefits, especially in the case of for-profit (business) organizations. Interchange cannot exceed five years.</p>
<p>Approve non-EX level assignments of external participants when (28) (29):</p> <ul style="list-style-type: none"> • they are employees of a personal corporation • the individual does not meet the linguistic requirements of the position • the salary exceeds 125% of the total compensation of the position/function to be performed • extending for a fourth or fifth year • any other exceptional circumstances 	<p>Level 1</p>	<p>The Deputy Head cannot sub-delegate this authority. Interchange cannot exceed five years.</p>
<p>End an assignment prior to the agreed end date (28) (29)</p>	<p>Special*</p>	<p>*Delegated to the managers that signed the agreement. The participant or the outside organization may also end the agreement prior to the agreed end date.</p>
<p>Approve pay-in-lieu of notice when ending an assignment prior to the agreed end date (28) (29)</p>	<p>Special*</p>	<p>*Delegated to the managers that signed the agreement.</p>
<p>Approve, under exceptional circumstances, where the participant has been employed in their home organization for less than six months.</p>	<p>Level 1</p>	<p>Deputy Head cannot sub-delegate this authority.</p> <p>Deputy Head must obtain prior written approval from the Chief Human Resources Officer at OCHRO.</p> <p>Mandatory consultation with the Staffing Policy Centre.</p>

Note: The numbers in brackets beside certain authorities link to a legislative or policy reference (footnoted).

AUTHORITY	LEVEL	COMMENTS
Recourse, Investigations & Revocation		
<p>Recommend to the DG, HRSD to refer a staffing matter to the PSC Investigation Branch where an internal fact-finding has concluded the PSC has the sole authority to determine if an investigation is warranted and to investigate (ex. external advertised or non-advertised process,</p> <p>☐</p> <p>☐</p> <p>☐</p> <p>☐</p> <p>☐</p>	Special*	<p>*Executive Director, Corporate Policies and Programs or Executive Director, Labour Relations with mandatory consultation with the Staffing Policy Centre.</p> <p>A fact-finding must be completed prior to the recommendation to the DG, HRSD.</p> <p>Note: As of September 2017, the PSC requested departments to address simple fraud and/or improper conduct in staffing processes directly without referral to the PSC unless the DG, HRSD deemed it required.</p>
The following authorities are in accordance with PSEA 15(3) :		
<ul style="list-style-type: none"> Recommend to the Deputy Head whether or not to conduct a staffing investigation and recommend an investigator, where applicable (31) 	Special*	*Delegated to the DG, HRSD.
<ul style="list-style-type: none"> Decide on whether to conduct a staffing investigation and assign/hire an investigator (31) 	Level 1	The Deputy Head cannot sub-delegate this authority.
<ul style="list-style-type: none"> Recommend corrective action(s) based on the findings of a staffing investigation (31) <ul style="list-style-type: none"> EX positions Non-EX positions 	Level 2 Level 3	
<ul style="list-style-type: none"> Decide on the corrective action as appropriate, which may include revocation, after an investigation by the Deputy Head. 	Level 1	<p>The Deputy Head cannot sub-delegate this authority.</p> <p>Mandatory consultation with the Staffing Policy Centre.</p>
<ul style="list-style-type: none"> Approve staffing investigation report, determine corrective actions, and assign who will implement these actions 	Level 1	The Deputy Head cannot sub-delegate this authority.
<ul style="list-style-type: none"> Revoke internal appointments as a corrective action based on the findings of a staffing investigation (31) 	Level 1	The Deputy Head cannot sub-delegate this authority.
<ul style="list-style-type: none"> Implement corrective action(s), where appropriate (31) 	Special*	*As assigned by the Deputy Head when corrective action(s) are identified.
<ul style="list-style-type: none"> Restrict or revoke sub-delegation after investigating a process (31) 	Level 1	The Deputy Head cannot sub-delegate this authority.

Note: The numbers in brackets beside certain authorities link to a legislative or policy reference (footnoted).

AUTHORITY	LEVEL	COMMENTS
<p>Appoint to another position a person whose appointment was revoked pursuant to:</p> <ul style="list-style-type: none">• Subsection 15(3) after investigation by the deputy head• Subsection 67(2) following an investigation conducted by the Commission on behalf of the deputy head• Subsection 81(1) as a result of a complaint upheld by the Public Service Labour Relations and Employment Board	Level 1	

COMPENSATION

Note: The numbers in brackets beside certain authorities link to a legislative or policy reference (footnoted).

AUTHORITY	LEVEL	COMMENTS
<p>Recover an overpayment over a number of pay periods when financial hardship is recognized (10)</p> <ul style="list-style-type: none"> • above 10% • below 10% 	<p>Special*</p> <p>Level 1</p>	<p>Overpayments should be recovered from first available funds. However, it is recognized that there are many cases where this will cause financial hardship. In those cases, a recovery of the full overpayment over a number of pay periods can be authorized.</p> <p>*Delegated to the Executive Director, National Centralized HR Services.</p> <p>Compensation must analyze the case prior to recommending the recovery rate below 10% and therefore necessary proofs may be requested (e.g. bills, mortgage amount, etc.)</p>
<p>Certify the eligibility of contract service for credit under the PSSA when an employee makes a request for such credit</p>	<p>Special*</p>	<p>*Delegated to the Executive Director, National Centralized HR Services.</p>
<p>Inform Compensation to start or stop the bilingual bonus based on Second Language Evaluation (SLE) results (32)</p>	<p>Special*</p>	<p>*Delegated to the Manager, Official Languages Program.</p>
<p>Permit an employee to be paid for two or more public service jobs out of the Consolidated Revenue Fund (Dual Remuneration) (10)</p> <ul style="list-style-type: none"> • EX positions • Non-EX positions 	<p>Level 1</p> <p>Level 2</p>	<p>Approving manager must certify that the additional job(s) would not impair the employee's effectiveness in their substantive position.</p>

PERFORMANCE MANAGEMENT

Note: The numbers in brackets beside certain authorities link to a legislative or policy reference (footnoted).

AUTHORITY	LEVEL	COMMENTS
To approve performance agreements and to conduct performance assessments	Level 6	
Determination of Performance Pay		
Approve merit increases and performance awards for excluded or unrepresented employees	Level 2	Includes the following groups/levels: AS-07, AS-08, FI-04, IS-06, PE-06, PM-06, PM-07.
Approve in-range increases and lump sum payments for EX, Excluded MD-MOF-04/05 and MD-MSP-03 employees	Level 1	
Management of Unsatisfactory Performance		
Refuse or delay an annual increment (by step) (10)	Level 4	This action may be taken as a result of unsatisfactory employee performance. Mandatory consultation with Labour Relations Operations.
Demote an employee for reasons other than misconduct (e.g. unsatisfactory performance) (33)	Level 3	Mandatory consultation with Corporate Labour Relations.
Terminate an employee for reasons other than misconduct (e.g. unsatisfactory performance) (33)	Level 3	Mandatory consultation with Corporate Labour Relations.

LEARNING & DEVELOPMENT

Note: The numbers in brackets beside certain authorities link to a legislative or policy reference (footnoted).

AUTHORITY	LEVEL	COMMENTS
Training		
Approve professional and career development training (including eligible expenses) (34) (35) <ul style="list-style-type: none"> • EX positions <ul style="list-style-type: none"> • Short-term training • Long-term development • Non-EX positions 	Level 3 Level 1 Level 5	<p>This authority is subject to the limits identified in the Delegation of Financial Signing Authorities Instrument.</p> <p>Short-term training is defined as any training that is operational or workplace wellness related that lasts for less than two (2) weeks, such as courses on effective communication, project management or pre-retirement.</p> <p>Long term development is defined as any training that is developmental in nature, such as EXDP or an Executive MBA and the duration of the program is more than two (2) consecutive weeks.</p> <p>For full-time training that will require the employee to be on leave without pay, please consult the Leave Without Pay section of this Instrument.</p>
Second Language Training		
Approve request for second language evaluation	Level 5	
Approve second language training (35) <ul style="list-style-type: none"> • Non-EX employees <ul style="list-style-type: none"> • Full-time • Part-time 	Level 3 Level 5	
Identification of Mandatory Training		
Approve mandatory training curriculum <ul style="list-style-type: none"> • Corporate (All managers, supervisors and employees) • Operational (Branch specific) 	Level 1 Level 2	
Establishment of Development Programs		
Approve the implementation of a Professional Development or Apprenticeship Program at the: <ul style="list-style-type: none"> • Organizational level • Branch level • Directorate level 	Level 1 Level 2 Level 3	When more than one organization is involved, a memorandum of understanding should be established and signed by the participating organizations.

AWARDS & RECOGNITION

Note: The numbers in brackets beside certain authorities link to a legislative or policy reference (footnoted).

AUTHORITY	LEVEL	COMMENTS
Grant a formal Deputy Head award	Level 1	This includes the President's Medal and all other Deputy Head awards.
Grant the CPHO Medal	Special*	*Delegated to the Chief Public Health Officer.
Grant a formal Branch Head award	Level 2	
Grant a formal Directorate Head award	Level 3	
Grant a formal Regional Head award	Level 3	
Approve an instant award	Level 5	

WORKPLACE MANAGEMENT

Note: The numbers in brackets beside certain authorities link to a legislative or policy reference (footnoted).		
AUTHORITY	LEVEL	COMMENTS
Organizational Wellness & Disability Management		
Determine the requirement for occupational related immunization	Level 4	Mandatory consultation with the Occupational Health and Safety Centre (OHSC).
Request that an employee be referred for a medical evaluation (36) (37)	Level 5	Mandatory consultation with Labour Relations Operations and the Workplace Wellness Services Centre, where applicable.
Provide physical and psychological accommodations under the Duty to Accommodate Policy (refer to Employee Equity Act and PHAC/HC Policy)	Level 5 Level 6	Mandatory consultations Labour Relations and the Workplace Wellness Services Centre, where applicable.
Authorize the temporary closure of the workplace for reasons of health and safety, and severe weather conditions (36)	Special*	<p>*Delegated to the most senior management representative at Level 3 or higher in the building. The delegate has the authority to temporarily close the building for one day or less. In the absence of a Level 3 manager, the most senior manager in the building must consult with their Level 3 manager or higher. If the closure exceeds one day, the Level 1 manager must be consulted.</p> <p>Mandatory consultation with the Occupational Health and Safety Centre (OHSC) and with Security Management Division (SMD) via the Security Operation Center.</p>
Conflict of Interest and Post Employment		
Review and decide on all written disclosures submitted by employees and prospective appointees (38)	Special*	*Delegated to the Executive Director, Labour Relations.
Reduce or waive in writing the limitation period of post-employment for a public servant (38)	Level 2	Must be based on the criteria set out in the organizational <i>Values and Ethics Code</i> .
Political Activities		
Grant permission to seek nomination as, or be a candidate in, a federal, provincial, territorial or municipal election (39)	Special*	<p>*Authority rests with the PSC. The employee can only make public their intention to be a candidate and undertake candidacy-related activities <u>after</u> the PSC has granted them permission to do so.</p> <p>Mandatory consultation with the Conflict of Interest Office.</p>
Grant leave without pay for an employee wanting to run as a candidate in a federal, provincial, territorial or municipal election (40) (41)	Special*	<p>*Authority rests with the PSC. Mandatory consultation with Corporate Labour Relations.</p>
Labour-Management Activities		
Post union notices (41)	Special*	*Delegated to the Director, National Labour Relations Operations.

Note: The numbers in brackets beside certain authorities link to a legislative or policy reference (footnoted).		
AUTHORITY	LEVEL	COMMENTS
Use of employer's premises and access by accredited union officials to government premises (41)	Special*	*Delegated to the Director, National Labour Relations Operations.
Approve use of governmental electronic networks by employee representatives (41)	Special*	*Delegated to the Director, National Labour Relations Operations.
Exclusions and Essential Services		
Identify the positions that provide services that are necessary for the safety and security of the public, pursuant to the provisions of the <i>Public Service Labour Relations Act</i> (42)	Level 4	Mandatory Consultation with Labour Relations Operations.
Negotiate essential services agreements (42)	Special*	*Delegated to the Executive Director, Labour Relations.
Approve essential services agreements (42)	Special*	*Delegated to the Executive Director, Labour Relations.
Propose the positions that should be excluded from collective bargaining pursuant to the <i>Public Service Labour Relations Act</i> (43)	Level 4	Mandatory consultation with Corporate Labour Relations.
Manage the exclusion process including liaising with TBS and informing the incumbents (43)	Special*	*Delegated to the Executive Director, Labour Relations.

WORKFORCE MANAGEMENT

Consultation with Labour Relations is always good management practice and is encouraged at all times.

Note: The numbers in brackets beside certain authorities link to a legislative or policy reference (footnoted).		
AUTHORITY	LEVEL	COMMENTS
Hours of Work and Modified Work Arrangements		
Approve hours of work, shift schedules, compressed work schedule, flexible work schedule, irregular work schedule and variable shift schedule with "extended" hours of work for non-EX employees (41)	Level 5	Mandatory consultation with Labour Relations Operations where changes to any shift schedule.
Approve telework agreement (41)	Level 5	Mandatory consultation with Labour Relations Operations.
Approve request for change of status from full-time to part-time and vice-versa (41)	Level 5	
Maternity-related reassignment for non-EX employees (41)	Level 5	Mandatory consultation with Labour Relations Operations.
Extra Duty		
Approve overtime for non-EX employees (41)	Level 5	
Require and approve work on designated paid holidays for non-EX employees (41)	Level 5	
Request for an employee to be available (Standby) for non-EX employees (41)	Level 5	
Leave		
Leave Entitlements with Pay		
Vacation leave with pay, including the one-time entitlement of 37.5 hours (41) (11)	Level 6	
Compensatory leave with pay for non-EX employees (41)	Level 6	
Personal leave with pay (41) (11)	Level 6	
Volunteer leave with pay for non-EX employees (41)	Level 6	
Sick leave with pay (41) (11)	Level 6	
Special sick leave with pay (for up to 130 days) for EX employees (11)	Level 1	Mandatory consultation with Executive Group Services.
Quarantine leave with pay (41) (11)	Level 6	Applies to DE, ND, MD, NU, OP, PH, PS, SW, and VM employees only.
Routine medical or dental appointments (up to 3.75 hours) leave with pay for non-EX employees (41) (40)	Level 6	
Routine medical appointments for pregnant employees (up to 3.75 hours) leave with pay for non-EX employees (41)	Level 6	
Family-related responsibilities leave with pay (41) (11)	Level 6	

Note: The numbers in brackets beside certain authorities link to a legislative or policy reference (footnoted).

AUTHORITY	LEVEL	COMMENTS
Injury on duty leave with pay for non-EX employees (41) (36)	Level 6	This leave is only granted when a workers' compensation insurance claim is approved (e.g. from WSIB, WCB, WorkSafe, etc.). Until it is approved, the employee is on sick leave (sick leave gets reimbursed once claim is approved). Mandatory consultation with Disability Management Program Office.
Bereavement leave with pay (41) (11)	Level 6	
Bereavement leave with pay in excess of the standard provided for in the collective agreement for non-EX employees (41)	Level 3	Under special circumstances only; the onus is on the employee to provide justification. Mandatory consultation with Labour Relations Operations.
Court leave with pay (41) (11)	Level 6	
Professional and career development leave with pay, including courses, workshops, conferences, conventions and symposia for non-EX employees (41)	Level 5	
Personnel selection leave with pay for non-EX employees (41)	Level 6	
Examination leave with pay for non-EX employees (41)	Level 6	
Leave with pay to serve in the Canadian Forces Reserve (including training activities) (40) (10)	Level 4	
Leave with pay to train and participate in international sporting events (40) (10)	Level 4	
Leave with pay to vote in a federal, provincial, territorial, or municipal election, referendums or plebiscites (40) (41)	Level 6	
Management leave with pay for excluded or unrepresented senior level employees (10) <ul style="list-style-type: none"> • up to 5 days • more than 5 days 	Level 3 Level 2	
Exceptional leave with pay for EX employees (11) <ul style="list-style-type: none"> • up to five (5) days • exceeding five (5) days 	Level 2 Level 1	
Leave with pay for other reasons for non-EX employees (41) <ul style="list-style-type: none"> • up to 5 days inclusively • more than 5 days 	Level 4 Level 3	Mandatory consultation with Labour Relations Operations. Such leave may only be granted in exceptional circumstances when no other leave applies.

Note: The numbers in brackets beside certain authorities link to a legislative or policy reference (footnoted).

AUTHORITY	LEVEL	COMMENTS
Leave Entitlements without Pay		
Leave without pay for religious observance (40) (41)	Level 5	Leave <u>with</u> pay can be granted if time is made up within a period of 6 months.
Sick leave without pay for non-EX employees (40)	Level 5	Recommended consultation with Disability Management Office Program.
Maternity-related leave without pay for pregnancy or nursing reasons for non-EX employees (41)	Level 4	Mandatory consultation with Labour Relations Operations.
Maternity and parental leave without pay (41) (11)	Level 5	
Leave without pay for care of (immediate) family (41) (11)	Level 4	Mandatory consultation with Labour Relations Operations for non-EX employees or Executive Group Services for EX employees.
Leave without pay for personal needs for non-EX employees (41) <ul style="list-style-type: none"> • up to 3 months • 3 to 12 months 	Level 5 Level 4	
Leave without pay for relocation of spouse, not exceeding five years (41) (11)	Level 5	Mandatory consultation with Labour Relations Operations for non-EX employees or Executive Group Services for EX employees.
Education leave without pay <ul style="list-style-type: none"> • EX positions (11) • Non-EX positions (41) (10) (34) <ul style="list-style-type: none"> • with allowance • without allowance 	Level 1 Level 3 Level 4	The Deputy Head cannot sub-delegate this authority. The Deputy Head can approve education leave without pay for a period of up to one year to pursue learning activities.
Pre-retirement transition leave without pay (41) (11) (40)	Level 4	
Special leave without pay for EX employees (11)	Level 1	The Deputy Head cannot sub-delegate this authority. Mandatory consultation with Executive Group Services.
Leave without pay for other reasons for non-EX employees (41) (11) <ul style="list-style-type: none"> • up to 12 months • more than 12 months 	Level 4 Level 3	Mandatory consultation with Labour Relations Operations. Such leave may only be granted in exceptional circumstances when no other leave applies.
Leave for Union Business		
Approve leave with pay for union activities for non-EX employees (41)	Level 5	

Note: The numbers in brackets beside certain authorities link to a legislative or policy reference (footnoted).		
AUTHORITY	LEVEL	COMMENTS
Approve leave without pay for union activities for non-EX employees (41)	Level 5	
Approve full-time leave without pay for an elected union representative for non-EX employees (41)	Level 3	Mandatory consultation with Corporate Labour Relations
Other Leave Related Entitlements and Leave Administration		
Payment of unused annual vacation leave (41) (11)	Level 4	
Advance of sick leave credits (41) (11) <ul style="list-style-type: none"> EX employees Non-EX employees 	Level 2 Level 5	Mandatory consultation with Executive Group Services and Labour Relations Operations.
Leave with income averaging (40)	Level 5	
Approve self-funded leave for non-EX employees (44)	Level 4	The delegated manager is authorized to approve or modify a request for a period of self-funded leave. Advice and guidance is available from the Self-Funded Leave Coordinator. Recall of the employee from leave, cancellation or withdrawal of the employee's leave must be authorized by the Deputy Head. Employees must be advised that if this leave is used to pursue outside employment/activities, they must submit a confidential report to ensure they are not in a real, potential or apparent conflict of interest situation.
Cancel, recall or alter approved leave (41) (11)	Level 4	
Continuance of pension (employer's share) when leave without pay is approved	Level 2	Can be applied in the following situations: <ol style="list-style-type: none"> undergoing training or education that is advantageous to the home organization servicing with any organization where there is an advantage to the home organization or is being performed at the request of the Government of Canada
Determine the 12-month period during which compensatory time off for overtime may be taken (41)	Level 3	
Complaints, Grievances & Harassment		
Respond to formal official languages complaints from the Commissioner of Official Languages (3)	Level 1	
Grievances		
Approve the positions identified as steps in the grievance process (41)	Level 2	
Receive an individual, group, or NJC Labour Relations / deployment grievance (41)	Level 5	

Note: The numbers in brackets beside certain authorities link to a legislative or policy reference (footnoted).

AUTHORITY	LEVEL	COMMENTS
Hear and respond to individual or group grievances (45) <ul style="list-style-type: none"> • 1st level • 2nd level • 3rd level (final) 	Special* Special* Special*	*Refer to the Grievance Process Charts on the intranet for the Grievance Delegation Levels. Mandatory consultation required with Labour Relations Operations. Grievances on termination of employment or demotion go directly to the final level of the grievance process. NOTE: For EC bargaining unit members only, grievances on termination or demotion are delegated to be heard by the Deputy Head only (article 40.18 of the EC Collective Agreement).
Hear and respond to NJC grievances <ul style="list-style-type: none"> • 1st level • 2nd level • 3rd level (final) 	Special* Special* Special*	*Refer to the Grievance Process Charts on the intranet for the Grievance Delegation Levels. Mandatory consultation required with Labour Relations Operations. * Delegated to the Executive Director, Labour Relations. *Authority rests with the NJC
Harassment		
Receive and acknowledge a complaint and manage the harassment complaint process (46) (47)	Special*	*Delegated to the Respect in the Workplace Office Coordinator.
Approve the use of investigator(s) and/or mediator(s) (46) (47)	Level 2	
Approve payment of fee for professional but not legal services such as counseling during the resolution process	Level 2	
Approve the separation of the parties, if required (46) (47)	Level 4	Mandatory consultation with the Respect in the Workplace Office.
Determine whether the allegation(s) meet(s) the definition and whether the complaint is admissible (46) (47)	Level 2	Mandatory consultation with the Respect in the Workplace Office.
Render a decision on whether or not the allegations are founded and notify the parties in writing (46) (47)	Level 2	Mandatory consultation with the Respect in the Workplace Office.
Determine corrective measures (46) (47)	Level 2	Mandatory consultation with the Respect in the Workplace Office and Labour Relations Operations.
Implement corrective measures and "Restore the Workplace" measures (46) (47)	Level 5	

Note: The numbers in brackets beside certain authorities link to a legislative or policy reference (footnoted).		
AUTHORITY	LEVEL	COMMENTS
Approve to deploy an employee (without the employee's consent) who has been found to have harassed another person (48)	Level 2	Mandatory consultation with the Respect in the Workplace Office and Labour Relations Operations. Can be applied within the same organization in exceptional cases where re-integration of the respondent is not possible.
Administrative Suspension or Reassignment Pending Investigation		
Suspend without pay or reassign an employee for an indefinite period pending completion of an investigation (49)	Level 3	Mandatory consultation with Labour Relations Operations.
Disciplinary Measures		
Approve oral and written reprimand (33)	Level 6	Mandatory consultation with Labour Relations Operations.
Approve suspension (without pay) (33)	Level 5	Mandatory consultation with Labour Relations Operations.
• up to 5 days	Level 4	
• 6 to 10 days	Level 3	
• 11 to 20 days	Level 3	
• more than 20 days	Level 3	
Impose financial penalty in lieu of suspension (33)	Level 3	Mandatory consultation with Corporate Labour Relations.
Terminate an employee's employment for cause due to misconduct (33)	Level 3	Mandatory consultation with Corporate Labour Relations.
Temporary demotion for breaches of discipline or misconduct (33)	Level 3	Mandatory consultation with Corporate Labour Relations
Permanent or Temporary Separation		
Approve the rejection of an employee during probation (50)	Level 5	Mandatory consultation with Corporate Labour Relations.
Accept the written resignation of an employee (51)	Level 5	A resignation (including effective date) must be accepted in writing by the delegated authority.
Approve end of term of a Term employee before the end of the specified period	Level 5	Mandatory consultation with Labour Relations Operations.
Terminate an employee for reasons other than misconduct (e.g. Incapacity) (33)	Level 3	Mandatory consultation with Corporate Labour Relations.
Work Force Adjustment		
Declare an Indeterminate employee (except in Alternate Delivery Initiative (ADI) situations): (52)	Level 1	The Deputy Head cannot sub-delegate this authority. Mandatory consultation with Staffing Policy Centre and Corporate Labour Relations.
• affected		
• surplus with or without a guarantee of a reasonable job offer (GRJO)		
• laid-off		

Note: The numbers in brackets beside certain authorities link to a legislative or policy reference (footnoted).

AUTHORITY	LEVEL	COMMENTS
Sign-off on written notification to an employee declared: (52) <ul style="list-style-type: none"> • affected • surplus (GRJO or NGRJO and access to options) • laid-off 	Level 2	
Accept volunteering (52)	Level 3	
Approve participation in the alternation process (for the alternate) (52)	Level 5	
Approve deployment or appointment through the alternation process (52)	Level 2	
Confirm choice of option (52)	Level 3	Options are identified in the Work Force Adjustment provisions.
Approve pay-in-lieu of unfulfilled surplus period (52)	Level 3	
Approve accelerated lay-off upon written request from the surplus employee (52)	Level 2	
Offer a reasonable job offer (RJO) to a home organization's surplus or laid-off employee to a lower-level position with or without salary protection (52)	Level 2	Mandatory consultation with Staffing Policy Centre.
Offer a reasonable job offer (RJO) to a home organization's surplus or laid-off employee to a higher-level position that would constitute a promotion (52)	Level 2	Mandatory consultation with Staffing Policy Centre. Does not include priorities that self-refer to positions.
Recommend a waiver of pension reduction (pension waiver) (52)	Special*	*Delegated to the DG, HRSD. Organizations can recommend a waiver of pension reduction, however only the PWGSC Pension Centre has the authority to approve it.
Approve retention payment in cases of total facility closures or relocation of work units (52)	Level 2	Mandatory consultation with Corporate Labour Relations and the Staffing Policy Centre.
Alternate Delivery Initiatives (ADI)		
Decide on the types of transitional employment arrangements in cases of ADI (52)	Level 1	Mandatory consultation with Corporate Labour Relations and the Staffing Policy Centre.
Declare an indeterminate employee impacted by ADI due to a transfer of a work function outside of the public service (52)	Level 1	Mandatory consultation with Corporate Labour Relations and the Staffing Policy Centre.
Declare an indeterminate employee laid-off as a result of a refusal of a reasonable job offer (RJO) (52)	Level 1	Mandatory consultation with Corporate Labour Relations and the Staffing Policy Centre.
Sign-off on written notification to an employee impacted by ADI (52)	Level 2	
Extend notice of termination period in cases of ADI (52)	Level 2	

Note: The numbers in brackets beside certain authorities link to a legislative or policy reference (footnoted).		
AUTHORITY	LEVEL	COMMENTS
Approve retention payment in cases of ADI (52)	Level 2	Mandatory consultation with Corporate Labour Relations and the Staffing Policy Centre.
Career Transition Agreement for Executives		
Declare a workforce situation (53)	Level 1	Mandatory consultation with Corporate Labour Relations, the Staffing Policy Centre and Executive Group Services.
Determine notification period (53)	Level 1	
Provide written notification to executives (53)	Level 2	
Approve career transition agreement or surplus period (53)	Level 1	
Approve alternation (53)	Level 2	
Recommend a waiver of pension reduction (pension waiver) (53)	Special*	*Delegated to the DG, HRSD. Organizations can recommend a waiver of pension reduction, however only the PWGSC Pension Centre has the authority to approve it.

REFERENCES

1. Directive on Executive (EX) Group Organization and Classification. [Online] <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=14219>.
2. Policy on Classification System and Delegation of Authority. [Online] <http://publiservice.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12098§ion=text>.
3. Official Languages Act. [Online] http://www.ocol-clo.gc.ca/html/act_loi_e.php.
4. Policy on Classification Grievances. [Online] <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12099§ion=text>.
5. PSEA Article 33. [Online] <http://laws-lois.justice.gc.ca/eng/acts/P-33.01/page-8.html#docCont>.
6. PSEA Article 34. [Online] <http://laws-lois.justice.gc.ca/eng/acts/P-33.01/page-8.html#docCont>.
7. Policy on Area of Selection. [Online] <http://intranet.hc-sc.gc.ca/ps/hr-rh/ress-ctr/pol-guide/staf-dot/area-zone-selection-eng.php>.
8. PSEA Article 48. [Online] <http://laws-lois.justice.gc.ca/eng/acts/P-33.01/page-12.html#docCont>.
9. PSEA Article 54. [Online] <http://laws-lois.justice.gc.ca/eng/acts/P-33.01/page-14.html#docCont>.
10. Directive on Terms and Conditions of Employment . [Online] <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=15772§ion=text>.
11. Directive on Executive Compensation. [Online] <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=14220§ion=text>.
12. Public Service Official Languages Exclusion Approval Order. [Online] <http://laws-lois.justice.gc.ca/PDF/SI-2005-118.pdf>.
13. Public Service Official Languages Appointment Regulations. [Online] <http://laws-lois.justice.gc.ca/PDF/SOR-2005-347.pdf>.
14. Highlights - Public Service Official Languages Exclusion Approval Order and Public Service Official Languages Appointment Regulations effective December 31, 2005 . [Online] <http://www.psc-cfp.gc.ca/plcy-pltq/psoleao-delofp/hl-ps-eng.htm>.
15. PSEA Article 29. [Online] <http://laws-lois.justice.gc.ca/eng/acts/P-33.01/page-7.html#docCont>.
16. Policy on Non-Advertised Appointments. [Online] <http://intranet.hc-sc.gc.ca/ps/hr-rh/ress-ctr/pol-guide/staf-dot/nonadv-nonann-eng.php>.
17. Isolated Posts and Government Housing Directive. [Online] <http://www.njc-cnm.gc.ca/directive/index.php?did=4&lang=eng>.

18. Policy on Acting Appointments. [Online] <http://intranet.hc-sc.gc.ca/ps/hr-rh/ress-ctr/pol-guide/staf-dot/staf-dot-ann-eng.php#1>.
19. PSEA Article 40. [Online] <http://laws-lois.justice.gc.ca/eng/acts/P-33.01/page-10.html#docCont>.
20. PSEA Article 41. [Online] <http://laws-lois.justice.gc.ca/eng/acts/P-33.01/page-10.html#docCont>.
21. PSER Article 7. [Online] <http://laws-lois.justice.gc.ca/eng/regulations/SOR-2005-334/page-2.html#docCont>.
22. PSER Article 8. [Online] <http://laws-lois.justice.gc.ca/eng/regulations/SOR-2005-334/page-3.html#docCont>.
23. PSER Article 9. [Online] <http://laws-lois.justice.gc.ca/eng/regulations/SOR-2005-334/page-5.html#docCont>.
24. PSER Article 10. [Online] <http://laws-lois.justice.gc.ca/eng/regulations/SOR-2005-334/page-5.html#docCont>.
25. **Committee, Research Community Advisory.** Career Progression Management Framework for Federal Researchers. [Online] 08 2006.
26. —. Independent Recourse Mechanism Addendum. [Online] 06 30, 2011.
27. PSEA Article 50. [Online] <http://laws-lois.justice.gc.ca/eng/acts/P-33.01/page-12.html#docCont>.
32. Bilingualism Bonus Directive. [Online] <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12522>.
33. FAA Article 12. [Online] <http://laws-lois.justice.gc.ca/eng/acts/F-11/page-9.html#docCont>.
34. Guideline on Educational Assistance. [Online] http://intranet.hc-sc.gc.ca/alt_format/pdf/ps/hr-rh/ress-ctr/ed-eng.pdf.
35. Directive on Training and Education Approval Expenditures. [Online]
36. Canada Labour Code, Part II. [Online] <http://laws-lois.justice.gc.ca/eng/acts/l-2/page-53.html>.
37. Occupational Health Evaluation Standard. [Online] <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12561§ion=text>.
38. Policy on Conflict of Interest and Post-Employment. [Online] <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=25178§ion=text>.
39. Part 7 (Political Activities) of the PSEA. [Online] <http://laws-lois.justice.gc.ca/eng/acts/P-33.01/page-25.html#h-31>.
40. Directive on Leave and Special Working Arrangements. [Online] <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=15774>.
41. Collective Agreements. [Online]
42. Public Service Labour Relation Act. Article 120. [Online] <http://laws-lois.justice.gc.ca/eng/acts/P-33.3/page-24.html#h-47>.

43. Public Service Labour Relation Act. Article 59. [Online] <http://laws-lois.justice.gc.ca/eng/acts/P-33.3/page-12.html#h-25>.
44. Self-Funded Leave Policy. [Online] <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12588§ion=text>.
45. Designation of Levels of the Grievance Process Charts. [Online]
46. TBS Directive on the Harassment Complaint Process. [Online] <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=26040>.
47. Harassment Complaint Process. [Online] <http://masource.hc-sc.gc.ca/eng/ss/my-workplace/labour-relations/prevention-and-resolution-harassment#a4> .
48. PSEA Article 51.6. [Online] <http://laws.justice.gc.ca/eng/acts/P-33.01/page-6.html#h-19P>
49. FAA Article 11. [Online] <http://laws-lois.justice.gc.ca/eng/acts/F-11/page-8.html#docCont>.
50. PSEA Article 62. [Online] <http://laws-lois.justice.gc.ca/eng/acts/P-33.01/page-15.html#docCont>.
51. PSEA Article 63. [Online] <http://laws-lois.justice.gc.ca/eng/acts/P-33.01/page-16.html#docCont> .
52. Directive on Career Transition for Executives. [Online] <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?section=text&id=14218>.
53. PSEA Article 43. [Online] <http://laws-lois.justice.gc.ca/eng/acts/P-33.01/page-11.html#docCont>.
54. Official Languages Act. [Online] <http://laws-lois.justice.gc.ca/eng/acts/O-3.01/>.

