

## Human Resource Policies and Guidelines

---

Section:	2	Staffing
Subsection:	2.2.1	<b>COMPETITIONS</b>
Type:		Policy
Effective Date:		January 1, 2010

---

### **POLICY STATEMENT**

A competition is used to determine merit when there are two or more candidates. Recruitment from outside the civil service should normally occur by open competition.

### **INTENT**

To ensure the competition process is undertaken in a common and consistent approach, with a clear understanding of the various roles and responsibilities of selection board members.

### **POLICY APPLICATION**

Management recommends the competition type but a delegated staffing authority approves the type of competition. In recommending a competition type, managers should consider the staffing principles of merit, fairness and equity as well as employee development and the public interest.

There are three types of competitions: open, closed, and internal.

- **Open competitions** have the broadest area of search and are used when it is in the public interest to seek applications from the public and when the required skills are not readily available from within the civil service.
- **Closed competitions** are restricted to regular, term and departmental employees. They are used when experience in government is considered essential to effective performance in the position and the position provides a career opportunity for current employees.
- **Internal competitions** are restricted to employees from a specific department or work unit. They are used when the required skills can only be gained from specific experience in government. Internal competitions may also be used where a vacant position is unavailable and outcome of the competition is to reclassify or second the successful candidate.

A competition may involve selecting from applicants whose names have been placed in an inventory.

## **Human Resources Policies & Guidelines**

---

**To prepare for a competition, a manager must assess the opportunity, obtain authority to staff and ask Human Resources to open a competition file. The competition process includes the following steps:**

- Opportunity Analysis:

Updating the position description to ensure the position duties are properly classified is the first step. Next, assess the needs of the position and the organization and use the Staffing Framework document to articulate the selection criteria that describe those needs. Criteria are generally articulated in terms of qualifications, knowledge, skills, abilities and attributes. The selection criteria serve as the framework for the entire staffing process including the recruitment strategy, job opportunity advertisement, screening criteria and all assessment methods. See also Selection Criteria Policy 2.1.1 and Screening Policy 2.3.1.
- Recruitment:

Persons on the Re-employment List are given first consideration. If there is no match, establish an area of search, competition type and job opportunity advertisement. The notice must give potential applicants a reasonable opportunity to apply. This is achieved by ensuring that the notice is accessible to prospective applicants and that the closing date allows sufficient time to make an application. (Note: A competition can be cancelled, postponed, re-opened or re-done, as required.)
- Assessment:

The first step is to screen applicants to generate a list of candidates for further consideration. See also Screening Policy 2.3.1. These candidates are further assessed using a variety of assessment methods, including reference checks.
- Selection:

By using rating and ranking methods, a selection decision is reached. The verbal offer of employment is followed up with a Letter of Offer. When the offer is accepted, Human Resources administers payroll documents. The chair of the selection board writes a board report and Human Resources closes the competition file.
- Post-Appointment:

The selection board communicates with unsuccessful candidates at their request. The new employee is oriented. The manager trains and coaches the new employee. A formal performance review occurs prior to the expiry of the probationary period. The staffing action is complete when the employee passes the probationary review.

Selection boards should be constructed so as to conduct a fair, complete and competent assessment of the candidates. There should be at least three persons

## **Human Resources Policies & Guidelines**

---

on a selection board, with two being acceptable in exceptional circumstances. For delegated staffing actions, the selection board may include a Human Resource professional and the manager and/or supervisor of the position being filled.

The selection board may also include the following persons:

- An individual with a particular technical or professional expertise relevant to the position.
- A representative of the client group served by the position.
- A representative of one or more of the Employment Equity designated groups.
- A qualified bilingual person able to assess the language proficiency of candidates if it is a bilingual position or if language is being assessed to ensure that the candidate has the required proficiency to provide “comparable service.”

Normally Human Resources chair the selection board. When a manager chairs the selection board, Human Resources must authorize the appointment. For a non-delegated staffing action, the selection board is chaired by the Civil Service Commission.

### **ROLES AND RESPONSIBILITIES**

#### **Civil Service Commission**

Monitor application of the policy through the staffing audit process.

#### **Managers**

- Represent the department's interests and concerns.
- Assess the suitability of the candidates for the position.
- Provide information to candidates about the organization, the position and working conditions to provide advice and expertise on program matters.
- Provide advice and expertise on program matters.

#### **Selection Board**

All members of the selection board have the following responsibilities:

- Uphold the staffing principles of merit, fairness and equity.
- Have the knowledge to conduct a competent assessment.
- Conduct an objective assessment. Accordingly board members should not be closely related to any candidate or have any other ties that would hinder their ability to assess in an impartial manner.
- Maintain and respect confidentiality during the selection process.

## **Human Resources Policies & Guidelines**

---

### **Selection Board Chair**

- Ensure compliance with relevant legislation, policies and collective agreements.
- Ensure the selection board is well balanced, has the knowledge to conduct a competent assessment, is impartial, and conducts an objective assessment.
- Ensure that employment equity is considered when constructing the selection board.
- Where applicable, ensure that at least one qualified bilingual person is available to participate on the board and is able to assess the language proficiency of candidates according to the methods chosen.
- Provide information to the selection board about the interview and assessment process.
- Ensure the validity of assessment methods and related materials as well as considering any reasonable accommodations for applicants throughout the assessment process, where appropriate.
- Provide information to candidates about the selection process, employment in the civil service, benefits and repayment of interview/relocation expenses.
- Ensure pay-roll documents are processed.
- Write the board report.
- Write the letter of offer and make the verbal offer of employment. If the manager chairs the selection board, Human Resources must review the letter of offer before it is issued and before a verbal offer is made.
- Provide letter(s) of non-selection for all candidates who were unsuccessful during the assessment process (ex: interviews, testing)
- Convey reasons for non-selection to candidates who request this information.
- Offer candidates to contact them for feedback on their interview.
- Ensure all relevant information is in the competition file and complete the Staffing File Audit Checklist.

### **AUTHORITY**

*The Civil Service Act, Section 13*

The Manitoba Human Rights Code 12

Civil Service Commission Minute CSC 14-09/10-8

## **Human Resource Policies and Guidelines**

---

### **FREQUENTLY ASKED QUESTIONS**

1. What are the guidelines for inventories?

The following guidelines apply to creating inventories for staffing purposes:

- Inventories may be maintained for a specific occupation or skill.
- When applicants are referred from an inventory, they must undergo further assessment to ensure that they meet the selection criteria for the specific position being filled.
- Inventories are maintained by Human Resources.
- Managers may contact the Civil Service Commission for referrals from its corporate programs/initiatives to address the shortage of women, Aboriginals, visible minorities and persons with a disability.

2. What are the guidelines for eligibility lists?

A competition may be held to establish an eligibility list. In this case, the job opportunity advertisement must state the intent to establish an eligibility list. Eligibility lists are useful in several situations:

- when significant turnover occurs in a classification,
- when multiple vacancies exist for the same classification,
- when future vacancies are anticipated.

The following guidelines apply to the administration of an eligibility list:

- The selection board establishes an eligibility list.
- Management decides on the duration of the eligibility list. It can be for a period up to twelve months. If an eligibility list was established for a six month period, it can be extended to twelve months if necessary.
- An eligibility list can be cancelled. If candidates were notified of their placement on an eligibility list, they should also be notified when it is cancelled.
- Persons on the Re-employment List are given first consideration prior to any appointments from an eligibility list.
- Candidates are taken off the list in their rank order as established by the competition. Sometimes candidates are ranked by their preference for geographical location. Candidates on the eligibility list are not notified of their ranking.

## Human Resources Policies & Guidelines

---

- Candidates placed on an eligibility list should be informed of any terms and conditions they will be expected to meet at the time of an offer (ex: reference checks, security checks).

---

Owner:	Civil Service Commission
Additional information:	Civil Service Commission Phone: 204-945-2332 Email: <a href="mailto:csc@gov.mb.ca">csc@gov.mb.ca</a>

---