



REFERENCE CHECK

Name of Candidate:	
Date:	
Company/Organization:	
Supervisor's Name:	
Supervisor's Title:	
Phone #:	
HR Conducting Check:	

When providing a reference, please be aware that the candidate could request access to this information through Access to Information and Protection of Privacy Act (ATIPP Act). This reference will also be shared with the other members of the interviewing panel.

When providing the reference, please provide comments that reflect what you believe to be true through your observation of the candidate, or from direct knowledge of the candidate in your role as program manager.

The position we are hiring for is a [position title here]

1. How long did you supervise them and the dates?	
2. What was their position working for you?	
3. Brief overview of their duties?	
4. How would you assess their oral and written communication skills?	
5. How do they get along with you as supervisor? How do they accept constructive feedback?	
6. Tell me about their ability to take initiative	

and their ability to work independently.	
7. Tell me about their ability to work in a team or their ability to collaborate with others?	
8. Any conflicts and if so, how did they deal with them?	
9. Tell me about their ability to deal with upset or challenging clients.	
10. Please elaborate on their organizational skills and their ability to manage multiple tasks and meet deadlines?	
11. What would you say about their reliability?	
12. How is their attendance?	
13. What would you consider their greatest strength? Why?	
14. What would you consider an area of improvement? Why?	
15. Would you rehire? Why?	
16. Is there anything else you would like to add?	

18. Reference check

OVERVIEW

An essential part of any selection process is the reference check. This is when the employer verifies information provided by the candidates or asks references for additional information identified during the selection process. A reference check involves gathering job related information from people who are familiar with a candidate's previous paid and/or volunteer work experience.

DETAILS

Screening Tool

When used as part of the screening process, the reference check is designed to verify and/or elaborate on the essential qualifications required for the position. If a board wants to use a reference check in the screening process, it must be consistent and check references for all candidates being considered after the initial 'paper' screening.

These reference checks are most often used for outside competitions where the cost of the interview process warrants the extra care and time involved at this stage.



Did you know? ... Reference checks are *never* assigned scores. It is solely a pass or fail.

Assessment Tool

Validation of specific information

Candidates may be asked for references which can confirm information provided in response to a behavioural descriptive question. If after contacting the reference the information provided by a candidate is questionable, the board must meet to discuss the

information and determine if the score assigned to a particular question should be lowered and the candidate's overall score adjusted.

Verify or validate ranking

A reference check is generally used to confirm a ranking by verifying that the information provided by the candidate and the reference is congruent. If there appear to be discrepancies or contradictions, the board will have to determine whether this is sufficient to warrant adjusting the rating of the particular question(s) downward or 'de-certifying' the candidate.

'De-certifying' a candidate means the candidate would no longer be considered for the position based on the information provided by the reference. Be sure to give due consideration to all factors contributing to the decision (e.g., essential to the job, human rights).

Reference checks are normally done on the top ranked candidate only. Reference checks may also be done when they are required for an eligibility list. However, references for candidates on an eligibility list are usually only done when you are considering a candidate from a list for a vacant position.



Note ... Departments must conduct reference checks! Do not rely on written references and documents provided by the candidate.

Sources

References usually come from at least 2 sources familiar with a candidate's previous work history, paid and voluntary. One of these sources is most often a supervisor. Where a candidate is being assessed for a supervisory position, it may be appropriate to speak to someone whom they have supervised. In other cases (e.g. a team environment or service role) it is also appropriate to interview colleagues and clients.

If the information from 2 sources is very different, then a third or fourth reference should be carried out to obtain a common understanding of the candidate.



Tip ... Consider the following when selecting references: how recent is the work experience, length of time the candidate worked with/for the reference, and the nature of the relationship (e.g., direct report, subordinate or peer).

Since it is often not practical to cover a person's entire career, ideally referees should be those whose knowledge of the candidate is most recent and most pertinent to the job being staffed and who have had the opportunity to observe the candidate over a reasonable period of time.

Information requested in references must cover only job-related information and avoid issues prohibited by human rights legislation (e.g. marital status, age, religious affiliation).

This information can be used only for employment purposes. *Under [ATIPP](#) candidates can request access to all information about them obtained during the course of a reference check, including the information source. References are informed when they are first contacted that candidates have access to reference information.*

PROCESS

Reference checks are conducted only with people whose names have been provided by candidates to the board chair. If the referees provided by the candidate are not considered suitable by the board (e.g., not current, not related to the nature of the position, not supervisors), the board may ask the candidate to provide other names.

The board may also suggest a specific reference (e.g., previous or current supervisor or someone who can speak to a candidate's specific experiences or abilities). If the candidate refuses the board's request, the board will not pursue that reference and may

choose to tell the candidate that it cannot complete the assessment and that the candidate is therefore eliminated from further consideration.

Reference checks may be done in person, by phone or e-mail. Get references from all of the candidates interviewed (or at least get a commitment from them to provide references, if necessary). Some candidates prefer not to give references until they know if they are the first ranked candidate. In this case, make sure you have the candidate's consent prior to initiating contact with the reference.

If, based on the candidate's resume, the references provided are not the people most appropriate to give a reference, tell the candidate and ask for other names. If candidates do not give permission for other references to be called, tell them of the possible consequences (e.g., eliminated from further consideration).



Did you know? ... Generally, an individual with staffing delegation conducts reference checks. However, there may be occasions where the information being sought is very technical and job-specific and the manager of the position or someone with technical expertise, in conjunction with the board chair, would carry out reference checks.

Reference checking can be a time consuming and frustrating process but reference checkers should make every reasonable effort to contact the most suitable and appropriate referees.

Preparing reference checks

The board should prepare for the reference check process in the same manner as for the interview. A review of the essential qualifications and the job description can aid in identifying areas from the assessment process which may have raised doubts (e.g., inconsistency, contradictory), or information departments were not able to validate well in the interview process. Because this information may be used to verify information provided by candidates, reference questions can be tailored to the individual candidate.



Note ... When using reference checks for screening purposes, the focus of questions is slightly different because you are verifying *essential* qualifications not qualifications you have had opportunity to assess.

There are job related questions you can also ask which may not be directly related to the essential qualifications but which are important (e.g. punctuality, attendance).



Did you know? ... Poorly done references can be a potential source of liability for the employer (e.g., negligent hire).

Conducting reference checks

When referees are contacted, departments must inform them of the candidate's right under [ATIPP](#) to see reference information.

Example:

'Candidates could access this information through the Access to Information and Protection of Privacy Act (ATIPP). Do you wish to continue?'

Reference checkers should provide an overview of the job, its responsibilities, its context and what they are seeking in a candidate. The nature of the referee's relationship to the candidate (e.g. their position, capacity in which they know/ knew the candidate) should also be confirmed.

Reference checkers should ask for job related examples. If asking about conflict resolution skills, for example, a qualitative answer should not be accepted (e.g., good, excellent, etc.). Instead, specific examples should be sought where the candidate demonstrated these particular skills. This makes references more valid and reference checkers can compare this information with what the candidate provided.

As with interviews, reference checkers should only ask about job-related information. Questions which may violate a candidate's human rights (e.g., marital status, age, etc.) cannot be asked.



Tips for conducting references

- Avoid asking close-ended questions (e.g., yes/no response)
- Avoid asking leading questions, either positive or negative
 - Avoid asking questions that are too general
 - Avoid hearsay – be careful of what is not first hand information

If a reference provides a negative observation, reference checkers should ask for a positive experience in the same area to ensure a balanced view of the candidate is obtained.



Note ... It is important to ask previous employers if they would rehire the candidate, as well as a rationale for their decision.

If there are red flags or information isn't clear, reference checkers should probe until there is a good understanding of the situation. The reference may also be contacted a second time to elicit clarification, if required.

Examples:

Reference: *'Employee was late for a very important meeting.'*

HR: *'How often does this happen? Did you discuss with the employee? What were the circumstances? What was the outcome?'*

Reference: *'Employee wouldn't work well in a high pressure environment.'*

HR: *'What do you mean by 'high pressure'? What makes you say that?'*



Did you know? ... A pause in the conversation can mean the reference has other information or is hesitant to share the information. Probe, explore and listen actively!

Reference checkers should take detailed notes for each question asked. References must be a reflection of the referee's comments and not paraphrased. Information that is prefaced as being 'off the record' must immediately be refused. Any information provided and then qualified after the fact as 'off the record' may not be considered.

The board may also use Personal Performance Plan (PPP) for current or former Yukon government employees. While it is not necessary to ask for permission from candidates to check the PPP, it is good practice to inform them.

The board chair can ask the PSC to access the employee's personnel file and confirm the performance rating of the candidate or can ask the candidate to provide them with a copy.

Assessing reference checks

Once the results are documented, all board members review the findings and determine an outcome (e.g., de-certify, proceed to offer).

When assessing the results of the reference information, the board should look for patterns of behaviour and weigh all of the information, including its relevancy to the position being staffed. The board shouldn't focus on isolated incidents which might have been influenced by situational factors.

Some referees may be forthright while others seem suspect (e.g., reluctant to share information, limited concrete examples). The board should carefully consider the source, veracity and quality of the information provided. If feedback from reference checks raises significant concerns, more questions should be asked until the board is satisfied one way or the other with the information obtained.

Following careful consideration of the information, the board would make a decision on the suitability of the candidate for appointment.

All reference information must be recorded and include the reference name and contact details; competition number; candidate name; date, name and signature of person conducting the reference.

AUTHORITY

[Access to Information and Protection of Privacy Act](#)

[Collective Agreement](#)

[General Administration Manual – volume 3](#)

[Public Service Act](#)

[Human Rights Act](#)

LINKS

Staffing manual – Section 15 – Screening/Assessment Boards:

<http://www.psc.gov.yk.ca/chrs/staffingmanual.html>

Yukon Government Staffing Manual – Practices And Procedures

**Public Service Commission
Corporate Human Resources and Diversity Services**



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***Please note, all Acts and Policies and Forms are hyper linked
throughout this manual.**

1. Introduction

About the Staffing Manual

The [*Staffing Manual – Practices and Procedures*](#) (referred to as ‘manual’ throughout) formalizes the Yukon government’s (YG) staffing and recruitment processes to ensure consistency of application and common understanding of the staffing and recruitment principles. It is both a process manual and a teaching document that outlines staffing and recruitment practices and procedures.

The manual is for human resource practitioners, line supervisors and other employees who want to know how the system functions. The manual is organized around the steps followed throughout the staffing process.

The information contained in this manual, while authoritative, does not replace or supersede existing legislation, policies and directives. While every effort is made to ensure this document is kept current and accurate, discrepancies may arise. If there are discrepancies in content and/or interpretation, existing legislation, policies and directives shall apply.



Note ... The processes contained in this manual do not apply to members of the Yukon Teachers’ Association (YTA).

How to Use the Staffing Manual

The manual is laid out in sections. Each section provides, where applicable, the following information:

- an overview of the topic
- details such as the purpose, activity and timelines involved
- an outline of the required processes
- a list of the applicable authorities

- a list of associated forms
- links to other relevant topic areas

Where to Get the Staffing Manual

A hard copy of the manual is available in the Human Resources branch of all Yukon government departments. It is also available on the government website. The Corporate Human Resources and Diversity Services branch (CHRDS) of the Public Service Commission (PSC) maintains the manual. Updates will be posted on the website.



Check the website regularly for updates:

<http://www.psc.gov.yk.ca/chrs/staffingmanual.html>

We Welcome your Comments

The PSC welcomes your comments. Please share your ideas and suggestions so that we may consider incorporating them into the manual. Send your comments to the Director of CHRDS, PSC.

2. Glossary

***** These terms are defined in a recruitment and staffing-related context and may not necessarily reflect the meaning intended for other purposes (e.g., classification, staff relations).**

DEFINITIONS

accommodation: a modification or adjustment to assessment mechanisms and/or job duties to facilitate the participation of people with disabilities

appeal: a right of redress for bargaining unit members who feel their qualifications were not properly assessed in the staffing process

appellant: an individual who files an appeal

applicant: a person submitting an application on a Yukon government employment opportunity

appointment: an appointment to a position in the public service (excludes casual assignments)

assessed qualifications: those qualifications which generally cannot be measured from a resume and which establish the comparative strengths of candidates (knowledge, abilities and personal suitability)

assessment: a method for evaluating candidates' knowledge, abilities and personal suitability (e.g., interviews, tests)

attribute: a quality or characteristic inherent in or ascribed to someone (e.g., character traits, aptitudes, skills, values, attitudes)

auxiliary on-call employee: an employee who normally has one or more work assignments each year determined by the call of the Employer

bargaining unit members: Yukon government employees who are members of the Yukon Employees' Union – Public Service Alliance of Canada

bona fide occupational requirement: a standard or rule that is integral to carrying out the functions of a specific position

candidate: a person being considered for a Yukon government employment opportunity

casual: a person engaged on a casual or temporary basis whose employment is not intended to exceed 6 consecutive and continuous months (6 months less a day)

certified: when a candidate is deemed qualified for appointment to a position in the public service

classification: a process which determines the value of each job compared to all other jobs in the organization based on the composite of the required skill, effort, responsibility and working conditions

competencies: work related skills and behaviour needed to effectively perform in a role (e.g., leadership)

competition: a process for screening, assessing and selecting qualified people for a job

condition of employment: a legitimate job requirement or standard which a candidate must meet in order to be able to perform the functions of the position (e.g., driver's license, medical check, security clearance)

confidential employee: a person who is excluded from the bargaining unit due to the nature of the duties and responsibilities of his/her position as determined through the classification process

confidentiality: ensuring that information is accessible only to those authorized

conflict of interest: an association with a candidate through a business or personal relationship that could influence or appear to influence the fairness of the competition process

contract employee: a person engaged for a defined, specific period of time (in excess of 6 months), and usually for time-limited needs into specific positions (e.g., Grad Corps interns, articling lawyers, French language monitors)

contractor: a person having a legal contractual relationship with the Yukon government wherein they are paid for their services or product in accordance with the express provisions of the 'contract'

credentialism: a term used to describe a primary reliance on credentials to assess candidates' merit or to hire candidates

de-certified: when a candidate is no longer considered for a position based on assessment results or information obtained through reference checks

disability: a physical or mental condition, or a health problem, that has been medically verified and that restricts or limits an employee's ability to perform some or all of the duties of their position

eligibility list: a list with the names of job candidates who have certified on a competition in order of their ranking on the competition

employment equity: refers to equal opportunities for employment to the 3 Yukon government designated groups: women, persons of aboriginal ancestry and people with disabilities

equivalency: a combination of experience, education/training and demonstrated abilities which is considered equal to the identified essential qualifications

essential qualifications: the education and/or training combined with previous work/voluntary experience and demonstrated abilities necessary to perform the duties of the position

established position: a position which has been classified and set up in the Human Resource Management System (HRMS)

exemption request: a recommendation made to the Public Service Commission to appoint a person to an indeterminate or term position without competition

identical position: a position which performs the same functions and has the same duties, responsibilities, department, organizational context and level as the subject position

immigrant: a person who migrates to Canada, usually for permanent residence

indeterminate/permanent: a position within the Yukon public service with no specified end date

interview: a formal process where pre-determined questions are asked by the interviewers to a candidate to obtain information regarding knowledge, skills, abilities and personal suitability

job requirement: an inherent characteristic of the position (e.g., working shifts, wearing a uniform)

landed immigrant: an immigrant who has been admitted to Canada as a permanent resident

lay off: the status of a regular employee whose employment has been terminated because of lack of work or discontinuance of a function

management employee: a person who is excluded from the bargaining unit due to the nature of the duties and responsibilities of his/her position which is included in the Management (MGR) occupational group as determined through the classification process

merit: the knowledge, abilities and suitability of a person in relation to the requirements for a position

nepotism: favouritism shown or patronage granted to immediate family members as defined in article 24.02 (1)(a) of the *Collective Agreement*

non-competitive appointment: an appointment to a position in the public service without going through a competitive process (e.g. direct hire or exemption)

organizational boundaries: restricted area of competition (e.g. YG, department, branch)

permanent/indeterminate: a position within the Yukon public service with no specified end date

permanent resident: an individual who is not a Canadian citizen but has the right to live, work and study anywhere in Canada. A permanent resident must live in Canada for at least 2 years within a 5-year period to keep his or her permanent resident status.

personal suitability: those personal characteristics required of an employee in order to perform the job in the desired manner (e.g., tact, diplomacy, leadership)

post board meeting: an individual meeting with a candidate to provide feedback on how they performed in the selection process

position: a position in the Yukon public service as established by the Public Service Commission

preference: provides first consideration on a competition to applicants who meet the preference component (e.g., employment equity, language)

probationary period: a period during which an employee's conduct and performance are assessed to determine whether the employee's appointment should be confirmed or terminated

public service: means the positions now existing or hereafter created in and under the departments of the Yukon government including positions under any agency, commission, board, or corporation of the Yukon government unless specifically excluded

recruitment: the methodology and activities associated with attracting job candidates to apply on advertised vacancies within the government

reference: an inquiry and confirmation with a third party of a candidate's past work history/experience, responsibilities and performance level as it relates to the position the candidate is being considered for

restricted: a competition where only applicants who meet the restricted eligibility requirements are considered (e.g., employment equity, bona fide occupational requirements, organizational boundaries)

return-service-commitment: the expectation that when relocation is provided by the employer, the employee will commit to 2 years of continuous employment with the Yukon government

seasonal auxiliary: an employee who has one work assignment which normally reoccurs on a seasonal basis each year (more than 3 months, less than 10)

screening: the process of reviewing applicants' resumes against the essential qualifications and determining which applicants meet those qualifications and warrant further assessment

security clearance: a criminal records check which may include disclosure of pardoned offences

similar position: a position which performs similar functions and requires similar qualifications, usually at the same level or one level lower, as the subject position

staffing: determines future needs, recruitment, selection and training for the organization's workforce

staffing action: the activities associated with the process of filling a vacant position (i.e., developing job ads and essential qualifications, and completing forms needed by the PSC before recruitment)

substantive position: the position to which an employee is appointed under the *Public Service Act*

temporary assignment: an assignment in the employee's department, where the duties are outside of, or in addition to, the substantive position and expected to be equal to or greater than 6 months; or an assignment outside of the employee's department

term: a position within the Yukon public service which has a specified end date

underfill: an appointment of persons who are not fully qualified at an approved rate of pay below the minimum scheduled rate for the position

under-representation: a designated group's representation in the public service which is less than its representation in the Yukon population

unsolicited resume: a resume submitted for general consideration which is not associated with a specific competition

uprange hire: an appointment of persons at an approved rate of pay above the minimum scheduled rate for the position

vulnerable persons: persons who, because of their age, a disability or other circumstances, whether temporary or permanent, are: in a position of dependence on others; or otherwise at a greater risk than the general population of being harmed by persons in a position of authority or trust relative to them

ACRONYMS

AOC: Auxiliary On-Call

AHRC: Advisory Human Resources Committee

ATIPP: Access to Information and Protection of Privacy Act

BDI: Behaviour Description Interviewing

BFOR: Bona Fide Occupational Requirement

CA: Collective Agreement

CHRS: Corporate Human Resource Staffing

CPIC: Canadian Police Information Centre

CV: Curriculum vitae

DM: Deputy Minister

EDAP: Employee Development Assignment Program

FNTC: First Nations Training Corps

FTE: Full-Time Equivalent

GAM: General Administration Manual

HR: Human Resources

HRA: Human Rights Act

HRMAC: Human Resource Management Advisory Committee

HRMS: Human Resource Management System

IRAP: Internal Rotational Assignment Program

NAFTA: North American Free Trade Agreement

OIC: Order in Council

PSA: Public Service Act

PSAC: Public Service Alliance of Canada

PSLRB: Public Service Labour Relations Board

PSC: Public Service Commission

RMS: Recruitment Management System

RPSP: Representative Public Service Plan

STEP: Student Training and Employment Program

UFA: Umbrella Final Agreement

WDEO: Workplace Diversity Employment Office

YEU: Yukon Employees' Union

YG: Yukon Government

YTA: Yukon Teachers' Association

3. Staffing framework and principles

OVERVIEW

The Yukon public service must be representative of the people it serves, competent and able to implement and administer the policy direction and programs of government.

The Public Service Commission (PSC) has the legislative authority and responsibility to develop, maintain, administer and supervise a qualified and efficient public service.

Authority for staffing may be delegated through an *Appointment Delegation Accountability Agreement* to the Deputy Minister of a department. The agreement sets out the conditions of delegation to the Deputy Minister of a department by the Public Service Commissioner. Deputy Ministers may then sub-delegate this authority to employees in their departments. However the PSC is ultimately accountable for all appointments under the [Public Service Act](#).



When in doubt, check it out ... contact CHRS if you require further information

DETAILS

Legislation

Public Service Act (PSA)

The most significant piece of legislation is the [Public Service Act](#) which created the PSC and grants it the authority to appoint public servants.

[Regulations](#) implement the more general provisions of the *Act*. (Regulations clarify the meaning and intent of legislation and provide operational guidance; they cannot expand on, or grant rights beyond the provisions of legislation.)

The [Public Service Act](#) grants to the PSC the power to delegate any or all of its staffing authority to departments. Departments now make most appointments under an *Appointment Delegation Accountability Agreement* from the PSC.

Umbrella Final Agreement (UFA)

The [Umbrella Final Agreement](#) also provides legislative authority for the Yukon government to promote appointments of Yukon First Nations people to public service positions under the [Public Service Act](#).

Chapter 22.4 of the [Umbrella Final Agreement](#) states that ‘Where public service employment opportunities exist, Government shall assist in facilitating training and professional development of Yukon Indian People so that they will have access to such employment opportunities, with particular emphasis on increasing over a reasonable period of time the number of Yukon Indian People in technical, managerial and professional positions within the public service.’.

The [Representative Public Service Plan](#) was created to launch corporate and departmental initiatives to meet the Yukon government’s obligations under the [Umbrella Final Agreement](#).

Human Rights Act (HRA)

The [Human Rights Act](#) prohibits discrimination in employment or application for employment on a number of grounds including:

- ancestry, including colour and race;
- national origin;
- ethnic or linguistic background or origin;
- religion or creed, or religious belief, religious association or religious activity;
- age;
- sex, including pregnancy, and pregnancy-related conditions;
- sexual orientation;

- physical or mental disability;
- criminal charges or criminal record;
- political belief, political association or political activity;
- marital or family status;
- source of income;
- actual or presumed association with other individuals or groups whose identity of membership is determined by any of the above grounds.

It is not discrimination if treatment is based on:

- reasonable requirements or qualifications for the employment;
- a criminal record or criminal charges relevant to the employment;
- sex, so as to respect the privacy of the people to whom accommodations or a service or facility is offered; and
- other factors establishing reasonable cause for the discrimination.

This legislation has an important influence on the staffing process because it covers the intended *and* unintended outcomes of the staffing process.

If the unintended outcome of the staffing process is that opportunities are denied to a group protected by the [Human Rights Act](#), then the system discriminates and changes are necessary. For example, if candidates are required to lift heavy weights as part of the assessment process, that requirement would tend to screen out more women than men. Unless it could be demonstrated that the ability to lift heavy weights is a *bona fide* occupational requirement, this test would violate the [Human Rights Act](#).

Access to Information and Protection of Privacy Act (ATIPP)

The [Access to Information and Protection of Privacy Act](#) determines which information collected in the course of the staffing process is accessible to the PSC only, which information is accessible to candidates and which information is accessible to other interested parties (e.g., candidates have access to reference check information about themselves).

Policy

PSC policies on the staffing process are in the [General Administration Manual \(GAM\) – Volume 3 – Human Resource Policies](#).

Collective Agreement

The Yukon government is a unionized environment. The PSC has negotiated the [Collective Agreement](#) with the employees' representative, the Yukon Employees' Union (YEU) – Public Service Alliance of Canada (PSAC).

Article 46 of the [Collective Agreement](#) establishes an appeal process for competitive and non-competitive appointments to regular indeterminate and term vacancies in the bargaining unit. This appeal process provides a right of redress for bargaining unit members who feel their qualifications were not properly assessed in the staffing process.

Appointments to confidential positions are generally covered by the processes in this manual, but they cannot be appealed under Article 46. Confidential employees may appeal as per [GAM Policy 3.8](#).



Did you know? ... Generally, you can find policies in the GAM; authorities in the PSA; and terms & conditions of employment in the Collective Agreement.

Principles

Merit Principle

According to the [Public Service Act](#), appointments to the public service must be based on the merit principle. “Merit” means that successful job candidates must have the knowledge, abilities and personal suitability required to perform the duties of the position.

Sound, balanced staffing strategy

While merit is the overriding principle, staffing occurs within a sound, balanced staffing strategy that considers the competency and the diversity of the workforce as well as the present and future needs of the organization. A sound, balanced staffing strategy means objective decisions, which reflect fair and just treatment of employees and applicants.

The staffing strategy considers:

- employment trends and the appropriateness of different options for employment (e.g., indeterminate, term, casual, or auxiliary; part-time or full-time);
- the need for external recruitment and the need to provide employees and the public with reasonable access to opportunities for appointment; and
- the needs of individual employees, particularly those who have priority entitlement under the [Public Service Act](#).

Competitive process

Staffing within the public service normally proceeds on the basis of a competitive process. Departments that want to staff in any other manner must demonstrate a rational reason for the exception to the PSC. Staffing outside of the competitive process may be considered in certain circumstances such as:

- where a recent competition for the same or more advantageous category of employment resulted in no qualified candidates;
- where it is in the best interests of the public service;
- when an employee has priority over other employees (e.g. lay-off or accommodation);

- when employment measures are designed to promote a diverse workforce representative of Yukon society (e.g., employment equity); and
- employee transfers according to the [*Public Service Act*](#).

PROCESS

Human resource practitioners and line managers are required to complete corporate recruitment and staffing training before being eligible to receive delegation.

Proposed recipients will have to demonstrate their skills and abilities with regard to the application of the established YG recruitment and staffing practices and procedures to obtain Corporate Human Resource Staffing approval for delegation.

The PSC audits how departments are carrying out their delegated authorities, including investigating allegations of unethical or unprofessional behaviour. Delegation is to an individual, not a position, and it can be revoked if the terms of delegation are not met or if allegations of inappropriate behaviour are founded.

AUTHORITY

[Access to Information and Protection of Privacy Act](#)

[Collective Agreement](#)

[General Administration Manual – volume 3](#)

[Human Rights Act](#)

[Public Service Act](#)

[Umbrella Final Agreement](#)

FORMS

- [Appointment Delegation Accountability Agreement](#)
- [Sub-Delegation Instrument](#)

LINKS

Management Plan: Conditions of Employment for the Management Group – Section M:

http://www.psc.gov.yk.ca/pdf/section_m.pdf

Public Service Labour Relations Act:

http://www.psc.gov.yk.ca/pdf/pulic_serv_staff_relations_act.pdf

Representative Public Service Plan:

<http://www.psc.gov.yk.ca/policy/rpsp.html>

4. Pre-Recruitment Planning

OVERVIEW

Every position within Yukon government (YG) adds value to the organization and serves a purpose. Multiple recruitment and staffing activities are conducted in response to identified vacancies. Recruitment initiatives aim at ensuring an adequate complement of staff is available to deliver YG programs and services.

Recruitment refers to the methodology and activities associated with attracting job applicants to apply on advertised vacancies within Yukon government. There exist several recruitment options: competitive and non-competitive staffing actions, temporary assignments, job enrichment, reorganization, etc. There can be many concurrent recruitment activities which is challenging.

Based on the information gathered, weigh the benefits and disadvantages of available staffing options. Consider options that will promote fairness and transparency while still providing an adequate number of qualified candidates.



Tip ... Consider all recruitment initiatives as projects. Each one should have a framework outlining the purpose, resources, process, time lines, costs, etc.

DETAILS

Initiating a recruitment activity requires consideration of various factors such as the reason for the vacancy, the need for the position and costs involved. A comprehensive assessment of information relating to the position will determine an appropriate course of action.

Other factors to consider which are not elaborated upon in this manual are succession management/planning, organizational structures, demographics, external funding programs/options, deferred salary plans, etc.

Purpose

Identifying the main reason the position exists and why it is required within the department will assist in determining the next course of action (e.g., filling the vacancy, reorganization, abolition of position).

Position data

A review of the purpose, duties and responsibilities of the position, as well as allotted budgets, will help establish position data including the hours of work, type and tenure of the position.



Note ... An established position must exist prior to advertising the job or extending an offer of employment.

Job description

The job description outlines the duties and responsibilities of the position. A review should be undertaken to ensure the current job description is an accurate reflection of present duties and responsibilities. Any changes to the duties and/or responsibilities of the job should be captured in a revised job description. Inaccurate job descriptions may impede recruitment efforts or provide unrealistic expectations to candidates.

Change of hours

An employee may request an increase or reduction in their hours of work on a temporary or permanent basis. This must be a mutual agreement between the employer and the employee.

It is a good and essential practice to ensure that operational requirements have been considered. An increase/reduction to an employee's hours of work could aid in

absorbing additional duties or enhance work/life balance. It may also provide some staffing options (e.g., job share).



Did you know? ... Reducing or increasing an employee's hours will impact their benefits. Check with the Employee Compensation branch for more information.

Please consult Corporate Human Resource Staffing (CHRS) if this is a department initiated request to permanently change an existing employee's hours of work.

Labour market

Labour market shifts are generated by high unemployment rates, lack of skilled workers in specialized fields, overall availability of workers and/or high demand in specific fields (e.g., trades). Labour market trends will aid in determining the area and method of recruitment.

There are a multitude of factors used to assess the labour market such as current job requirements, results from previous competitions, jurisdictional statistics, salary and benefit surveys, identified shortage areas, programs offered by educational institutions, and specialized skills (e.g., bilingual candidates). Research and a discussion with the supervisor will inform your decision regarding the best area and method of recruitment.

Financial considerations

The financial status of the position must be verified by the immediate supervisor or delegated authority prior to recruitment. Appropriate salary dollars must be allocated for this position prior to initiating recruitment. If not, another source of funding must be identified.

Time frames

Time management forms a major component of the recruitment process. The following factors must be considered: date the position becomes vacant, required overlap/

training periods, availability of board members and arrangements for potential delays in recruitment. This information will aid in managing the different elements of recruitment.



6 Key Components to Timely Recruitment

- Be aware of staff availability (e.g., vacation, training)
- Have contingency plans in place (e.g., acting, temporary assignment)
- Don't wait – anticipate (e.g., anticipatory staffing, eligibility lists)
- Be competition ready (e.g., interview questions)
- Plan the process (e.g., identify objectives)
- Explore alternatives (e.g., job enrichment, job share)

PROCESS

Position data

Information can be verified through the Human Resource Management System (HRMS) for established positions. Position data in HRMS is located in the 'Organizational Development' section under 'Maintain Positions/Budgets'. Select the 'Add/Update Position Info' tab to display the search criteria screen. Position Data report can also be run to show the current Organizational Chart – both encumbered and vacant positions (recommend run on at least a monthly basis).

The position number contains 8 digits (e.g., 00098134, 00102345). Check the 'Include History' box to obtain all relevant information/history for the position.

Verify all information contained in this section, particularly the 'Description' and 'Position Evaluation' screens. Review the position information section for position pending or classification review flags (checkmarks); check with your Classification Analyst to determine what is required to proceed. It may require new or revised job description prior to staffing.

A *Position Data Update/Change form* will be required if minor changes to the position are deemed necessary (e.g., coding, tenure). [Link to form](#).

A job description must be developed to establish a new position.

Complete a Classification Request *form* and forward, along with the original signed job description, to CHRS for classification.



Note ... A Management Board submission may be required to request additional salary dollars for new positions/programs.

Job description

The job description writing guide and template will assist employees and supervisors in developing or revising a job description.

The Public Service Commission (PSC) also facilitates a Job Description/Job Evaluation workshop. Please consult the Staff Development quarterly for more information.



Tip ... Describe relevant duties in a clear and concise manner. There is no need to include minor details. Remember – this is not the sole source of job information!

Change of hours

Departments must meet certain requirements where there is a change to the hours of work of an employee.

The existing hours of work in HRMS for the position must be equal to the hours of work for the employee. When a change occurs a *Position Data Update/ Change form* must be submitted.

Departments should initiate the process before the effective date of the change to avoid overpayments/underpayments and corresponding recoveries.

Departments are responsible for preparing a letter to the employee confirming the change of hours. The letter should include the following:

- New hours of work
- Effective date and end date (if applicable)
- Revised salary
- Recommendation to contact the Employee Compensation branch regarding benefit impacts

The employee is not required to sign the letter. The original letter must be sent to the Employee Compensation branch for processing. A copy of this letter should also be kept on the employee's departmental file.

AUTHORITY

[Collective Agreement](#)

[Management Plan: Conditions of Employment for the Management Group](#)

FORMS

- [Position Data Update/Change form](#)
- Classification Review form

LINKS

Application Guidelines Series – AGS3:

http://internal.gov.yk.ca/depts/psc/pdf/AGS3_flexible_working_arrangements.pdf

CHRS Activity Reports:

http://internal.gov.yk.ca/depts/psc/hrportal/chrs_activity_reports.html

Human Resource Management System (HRMS):

<http://internal.gov.yk.ca/depts/psc/hrportal/hrms.html>

Job Description Writing Guide – Classification manual – Section 14:

<http://www.psc.gov.yk.ca/chrs/classification.html>

5. Classification

OVERVIEW

The [Public Service Act](#) provides for the establishment and maintenance of one or more classification plans for positions in the public service and the authority rests with the Public Service Commission (PSC). The PSC can carry out an audit of a position or positions at any time. All job classification activities are carried out by the Classification unit of the PSC.

A formal classification system provides a means by which Yukon government (YG) can demonstrate that the salaries paid to employees reflect the value of their work to the organization and that the determination of the value of the work is based on a fair and rational system of measurement.

DETAILS

The underlying principle for the classification of positions is to ensure 'Equal Pay for Work of Equal Value'.

The classification level of YG positions is determined by the PSC through the application of a job evaluation plan pertinent to the position (e.g., management, non-management, legal officers).

Job evaluation is the foundation for an equitable and consistent system of compensation.

PROCESS

Requests for review

A classification review may be requested by an employee or initiated by the Deputy Minister.

An employee must notify the Classification unit of PSC, in writing or by email to Position-Data@gov.yk.ca, of their request to have their position reviewed. Classification will acknowledge the request and inform the employee of their 'protection date,' which serves as the effective date of classification in the event there is a change in the classification level.

If the job description on file does not reasonably capture the duties and responsibilities of the position, the department must submit a new signed job description along with a [Classification Request Form](#). The department should give the request immediate attention – the longer the delay, the more difficult it is to confirm what the duties and responsibilities of the position were **at the time of the request**.



Note ... If the Deputy Minister notifies the PSC that the job description on file is still accurate, there will be no further review. It is the department's responsibility to make sure this information is communicated to the employee.

A Deputy Minister request for a classification review of a new or existing position will require a [Classification Request Form](#) along with a signed job description. If the position is encumbered, it is important that the department notifies affected employees and gives them an opportunity to review the new job description before it is submitted to Classification.



Note ... For a Classification review initiated by the Deputy Minister, the effective date for any changes to the classification level will be the date the new job description was received in PSC.

The classification analysts will begin the job evaluation process once all pertinent job information has been collected.



Did you know? ... When preparing a new/updated job description, ensure you are using the most recent [Job Description Template](#) available on Yukonnect, and reference the [Writing a Job Description guidelines](#).

Reclassification vs. Staffing

A staffing vs. reclassification issue can arise from revising the duties of an encumbered position. A new position is created when substantial changes alter the basic reason the job exists and/or the essential qualifications under which the position was staffed.

The evaluation process will determine if the addition or revision of duties to an encumbered position should be addressed through the classification system or through a staffing action. If a staffing action is required, a discussion with CHRDS should ensue regarding possible options and impacts (e.g., lay-off, exemption, etc.).

AUTHORITY

[Collective Agreement](#)

[Section M](#)

[Public Service Act](#)

FORMS

- [Classification Request Form](#)
- [Job Description Template](#)
- [Request to Create Temporary Assignment Position](#)
- [Request to Create Identical-to Position](#)

LINKS

Job classification information on Yukonnect:

- For employees: <https://yukonnect.gov.yk.ca/employee-info/Pages/job-classification.aspx>
- For HR: <https://yukonnect.gov.yk.ca/tools/hr/Pages/job-classification.aspx>

6. Employment Equity

OVERVIEW

The Yukon government is committed to developing a public service representative of the population it serves. Representation is defined not only by the number of people but also by their distribution at all levels of government, employment categories and occupational groups.

The Yukon government identifies four designated employment equity groups: women, persons of aboriginal ancestry, persons of Yukon First Nations ancestry, and people with disabilities.

Chapter 22.4 of the [Umbrella Final Agreement](#) also states that ‘Where public service employment opportunities exist, Government shall assist in facilitating training and professional development of Yukon Indian People so that they will have access to such employment opportunities, with particular emphasis on increasing over a reasonable period of time the number of Yukon Indian People in technical, managerial and professional positions within the public service.’



Note ... Many of the following initiatives have been developed through the [Representative Public Service Plan](#) to honour our obligations under Land Claims and/or our [Employment Equity policy](#).

DETAILS

The Workplace Diversity Employment Office (WDEO) was created to support efforts to make the Yukon public service representative of the people it serves. The Workplace Diversity Employment Office houses the Disability Services. The Yukon First Nation Services is located in Corporate Human Resource Staffing (CHRS). Each of these programs has its own unique goals and objectives.

WDEO Programs and Services

Auxiliary-on-call Program

The Auxiliary-on-Call (AOC) Program allows for persons with disabilities to 'pre-certify' in specific job classifications. To pre-certify, the applicant will complete a written test, go through an interview and have reference checks completed. Candidates who successfully complete this process will then become government employees (as AOCs) and have their names added to the WDEO AOC pool.

The AOC Program meets short-term, immediate needs of departments for administrative support staff. Candidates are available to fill in for employees, in many areas of government, who are away from their jobs for periods of time.

Corporate Document Destruction Service (Shredding Depot)

With a mandate to employ individuals through the Workplace Diversity Employment Office's disability programs, the depot has helped increase the representation of people with disabilities with the Yukon government and to further its commitment to employment equity.

Training and Work Experience Program

The Training and Work Experience Program is an opportunity for persons with disabilities to train on-the-job in the Yukon government. Placements are in a range of job categories in government departments. An individualized training plan is developed for each trainee. The plan is based on a combination of experience or skill development needs, and the requirements of the job.

CHRS Program

First Nations Training Corps

This program offers employment/training opportunities to persons of Yukon First Nations ancestry to obtain training, employment experience and promotion with a variety of occupations at various levels in the government. Positions vary in length but most last from one to two years.

Yukon First Nations can also request a training position where a partnership is then sought out with the appropriate department and PSC.

Staffing options

The following staffing options provide mechanisms to address under-representation in the designated groups.

Exemption (appointment without competition)

An exemption under employment equity is an appointment of a designated group member to a position within the Yukon public service without a competitive staffing action.

Preference

A preferenced competition is where applicants who are members of a designated group are given first consideration for the position before all other applicants.

Preferred competitions may be used to address ‘under-represented’ groups within the government.



Did you know? ... You can preference the competition to persons of Yukon First Nations ancestry or to persons of aboriginal ancestry depending on your area of recruitment.

Restricted

A restricted competition is where applicants must be a member of a designated group in order to be considered in the competition.

Restricted competitions may be used for special employment equity programs such as the First Nations Training Corps and Job Placement for People with Disabilities.

PROCESS

WDEO – Programs & Services

Auxiliary-on-call Program

Human resource practitioners contact the WDEO to request an auxiliary on-call employee for temporary placements. WDEO will work with human resources to determine needs and identify best suitable employee for the placement.

WDEO Disability Services AOCs are employees of the Public Service Commission and departments reimburse PSC for their salaries.

Corporate Document Destruction Service

Human resource practitioners may recommend persons with disabilities for placement opportunities within the shredding depot. However, candidates are usually selected from WDEO's existing clients.

Training and Work Experience Program

WDEO typically canvasses departments for placement opportunities when a suitable candidate is identified. It will also consider placement opportunities put forward by departments based on WDEO's pool of candidates.

CHRS Program:

First Nations Training Corps

Departments are responsible for identifying training positions and submitting a proposal. A letter from the sponsoring Deputy Minister supporting the training initiative should also accompany the proposal.

All proposals are reviewed by Corporate Human Resource Staffing (CHRS), PSC. As these training positions are non-delegated, CHRS is responsible for the recruitment process. The department will assist (e.g., question development) and be responsible for providing a job description for the full working level of the position, along with all documentation required to initiate recruitment.

Once recruitment is completed, the department will provide a comprehensive training plan which will include the objectives, activities, source responsible for training, timelines, and an outline of the evaluation process.

CHRS, in consultation with the host department, will determine salary administration, as well as salary increments according to the [*Underfill policy*](#).

Staffing options

Exemption (appointment without competition)

Departments seeking an exemption must submit a completed *Recommendation to Appoint Without Competition form* to CHRS, PSC.

Departments seeking an exemption from competition to accommodate an employee pursuant to [*policy 3.59 – Accommodating Employees with Disabilities*](#), must include a letter of support from the Health, Safety & Disability Management Unit in the Public Service Commission.

An exemption without competition for employment equity is not subject to appeal and is not posted. Where the appointment is to a position within the bargaining unit, the union is normally advised.

Preference

The advertisement and job bulletin must state that ‘*Preference will be given to (insert designated group)*’.

Candidates who have disclosed their membership in the designated group and who meet the screening criteria must be assessed before other applicants are considered.

The highest ranked certified designated group candidate will be offered the position. If there is no certified designated group candidate, other applicants may be assessed and the position offered to the one who ranks highest among those who certify.



Did you know? ... All candidates may be assessed at the onset if an eligibility list is being created. However applicants who meet the preference component and the screening criteria would still get first consideration.

Restricted

The advertisement and job bulletin must state that '*This competition is restricted to (insert designated group)*'.

The highest ranked certified designated group candidate will be offered the position. The competition is closed if no designated group candidate certifies on the competition.

AUTHORITY

[Collective Agreement](#)

[Employment Equity Staffing Guidelines](#)

[General Administration Manual – volume 3](#)

[Umbrella Final Agreement](#)

FORMS

- [Recommendation to Appoint Without Competition form](#)

LINKS

Representative Public Service Plan:

<http://www.psc.gov.yk.ca/policy/rpsp.html>

WDEO, Disability Services:

http://www.psc.gov.yk.ca/chrs/wdeo_disability.html

WDEO, Yukon First Nation Services:

http://www.psc.gov.yk.ca/chrs/wdeo_fn.html

Workplace Diversity Employment Office:

<http://www.psc.gov.yk.ca/chrs/wdeo.html>

7. Immigration

OVERVIEW

Only individuals who have the legal right to live and work in Canada are eligible for consideration on Yukon government employment opportunities.

The [Public Service Act](#) indicates that appointments to the public service shall be made, where practicable, ‘from amongst persons who are Canadian citizens or landed immigrants’.

DETAILS

The Yukon government does not currently sponsor/nominate foreign workers to immigrate to the Yukon to staff public service positions.

Foreign workers who have a valid work visa or study visa may be considered for employment. Departments should have a copy of the immigration documentation (e.g., work visa, study visa) on file and verify that it has not expired, nor will it expire during the course of employment.



Did you know? ... Foreign workers can apply to extend their authorization to stay and work in Canada. Application should be done in advance of the expiry of the work permit or study permit.

Prior to making an offer of employment, departments must ensure the worker is eligible to work/continue working in Canada.

PROCESS

Security clearance

There are designated positions within the Yukon public service which require a security clearance as a condition of employment.

The Royal Canadian Mounted Police (RCMP) is responsible for administering the Canadian Police Information Centre security check process.

While the existing security clearance process would apply, departments should take into account possible variations due to immigration factors as outlined below.

If an immigrant has been in Canada less than 5 years, the security clearance will come back as 'may or may not' have a record. A letter accompanying the report explains that the RCMP can only verify that the individual does not have a record since their entry to Canada. A security check must be obtained from the country of origin as the RCMP does not conduct international checks.

When immigrants apply to come to Canada, they need to have had a security check completed from their country of origin. Immigrants will receive an original document which indicates their security status (e.g., clear). The document may also include a photograph of the immigrant.

If an immigrant does not have an original security clearance from their country of origin, s/he will have to request one. The individual cannot be hired without this document if a security clearance is a condition of employment.

The length of this process varies depending on the country of origin. For example, some of the more developed countries have the option of submitting the request online which expedites the process. It can be more difficult and time consuming for other countries.



Did you know? ... Generally, all employees must complete the oath/affirmation of allegiance, and the oath/affirmation of office and secrecy. However, foreign workers or individuals with dual citizenship may choose not to complete the oath/affirmation of allegiance as this could prove problematic if they return to their country of origin. The PSC has the authority to grant this exemption under section 69 of the [Public Service Act](#).

Social Insurance Number

Departments must ensure that all persons appointed to Yukon public service positions have a valid social insurance number (SIN), including temporary foreign workers, immigrants or individuals with dual citizenship.

SINs beginning with a '9' are issued to temporary workers who are neither Canadian citizens nor permanent residents. These SINs have an expiry date. The expiry date represents the Citizenship and Immigration Canada document date for authorizing a person to work in Canada. Departments must ensure that the SIN has not expired prior to making an offer of employment and that the end date of the hire does not go beyond the expiry date.

Upon hire, departments must provide a copy of the immigration documentation to the Employee Compensation branch. The foreign workers with a SIN about to expire should be contacted as they may have, since their hire, received their permanent SIN. If not, they must provide proof that the existing SIN has been extended to continue working.



Remember ... Possession of a valid social insurance number is a condition of employment.

AUTHORITY

[Public Service Act](#)

FORMS

- Candidate Information and Directions for Completing a Security Check
- [Consent for a Criminal Record Check for a Sexual Offence for Which a Pardon Has Been Granted or Issued form](#)
- [Consent for Disclosure of Criminal Record Information form](#)

LINKS

Citizenship and Immigration Canada:

<http://www.cic.gc.ca/english/index.asp>

Foreign Credentials Referral Office:

<http://www.credentials.gc.ca/>

Foreign Temporary Worker Program:

<http://www.immigration.gov.yk.ca/employers.html>

Government of Canada:

<http://canada.gc.ca/home.html>

North American Free Trade Agreement:

<http://www.cic.gc.ca/english/index.asp>

Service Canada:

<http://www.servicecanada.gc.ca/eng/home.shtml>

Verifying a Social Insurance Number's expiry date:

<http://www.servicecanada.gc.ca/eng/sin/employers/expiry.shtml>

Yukon Nominee Worker Program:

http://www.immigration.gov.yk.ca/ynp_overview.html

Yukon's Work Information Network:

www.yuwin.ca

8. Categories of Employment

OVERVIEW

The Yukon government has 5 categories of employment (excluding those under the Education Act): regular (term, indeterminate), auxiliary (on-call, seasonal), casual, contract employees and work experience program positions.

Each category has a specific purpose within the organization. Employees in each category have a different range of benefits and terms and conditions of employment. The staffing process for each can vary. When a position is created and about to be staffed, it is important to make sure that it is in the appropriate category of employment.

DETAILS

Regular

There are two types of regular employees.

An indeterminate position is either part-time or full-time and is required on a regular or ongoing basis. It does not have an end date.



Did you know? ... Teachers and persons in indeterminate or term positions, including those on leave without pay, are not eligible for employment as auxiliaries. A casual appointment may be an option - to be approved by the Public Service Commission (PSC) in exceptional circumstances only.

A term position (six months or longer) may also be part-time or full-time but it does have an end date. We usually determine if an indeterminate or term position is required by:

- Looking at whether or not a casual or auxiliary could carry out the required duties; and
- Looking at budgetary restrictions, federal program funding, etc.



Note ... There are no 'term' positions under 6 months. If the duration of the position is less than 6 months, it is a 'casual' assignment.

Auxiliary

Auxiliary employees perform functions which continue from year to year but which are unpredictable in terms of when the work is required and how long it will last. There are two types of auxiliary employees.

A seasonal position exists when there is one work assignment, full-time or part-time, that normally reoccurs on a seasonal basis each year for a continuous period of time (more than 3 months but fewer than 10 consecutive months).

An on-call position exists when there are one or more work assignments each year, full-time or part-time, which are at the call of the employer on an hourly, daily or periodic basis.



Reminder ... A roster of departmental auxiliary on-call employees needs to be established to monitor availability, use and assignments. It will also assist in planning for scheduled absences. Review the [AGS #42 on AOC Employees](#) for more information.

An individual may hold more than one auxiliary on-call position. They may also hold a casual position if the casual hire comes after the auxiliary hire. An auxiliary on call employee cannot concurrently hold an indeterminate or auxiliary seasonal position.

Auxiliary on-call positions are used to provide coverage to regular staff:

- on leave in programs requiring 100% coverage;
- to provide recurring, but irregular back-up;
- where the nature of the work may require on call, but recurring attendance because the program is required at intervals only throughout the year.



Note ... [Letter of Understanding 'K'](#) indicates that an auxiliary on-call employee appointed to a term position in the same department as their auxiliary on-call position for a term between 6 and 12 months without any break in continuous service shall not be required to resign his/her auxiliary on-call position.

Reinforcement positions

[Letter of Understanding 'R'](#) speaks to a pilot program which establishes full-time Reinforcement positions for select positions to decrease excessive hours of work and provide a fixed number of current auxiliary on-call employees with guaranteed hours of work.

Casual

Casuals are to be used to cover peak workload times, to offset fluctuations in normal operating procedures, to provide assistance when regular personnel are on leave, and to assist to complete departmental programs and/or projects. Casuals are not considered employees under the [Public Service Act](#), are not bargaining unit members, and do not serve a probationary period.



Note: The intent of a Casual hire is for short term needs. If the department has identified an ongoing need, you should consider a different staffing option.

There are 2 types of casuals:

Full-time casual: This is for situations where the hours of work are set within the definition of casual work. Regular scheduled hours may not exceed forty-two (42) hours per week.

Part-time casual: This is for situations where the work is, or can be made, relatively consistent within the definition of casual work. The anticipated hours should be averaged.



Note ... Hours of work for full-time or part-time casuals may be averaged over a four-week period as long as weekly averaged hours do not exceed 42 hours.

Secondly, there are assignments where the need reoccurs on a seasonal basis from year to year *and*

- If full-time is not intended to exceed three consecutive months; or
- If part-time is not intended to exceed 500 hours in any 12 month period.

As outlined in [GAM 3.7](#), casuals can be direct hired for a maximum period of 6 months less a day in a 12-month period. If the initial hire is for less than 6 months, and they are required for a longer period of time, the casual assignment can be extended (up to 6 months less a day).



Did you know? ... You must still conduct reference checks for direct hires. See [Section 18 – Reference Checks](#) for more information.

Only in highly exceptional circumstances may the casual assignment be extended beyond 6 months less a day. This would be a subsequent or second casual hire and a 3-day break in service is required. Authorization from the PSC is required; submit a “Second Casual Hire Rationale” form with your requisition and add CHRDS as an

approver. The subsequent casual hire can only be for an additional period of up to 6 months.

Under no circumstances will a third casual term be authorized.

Contract employee

Contract employees are defined as persons who provide contractual services to the Yukon government which include an employer-employee relationship and who work a minimum of 30 hours bi-weekly.

The employer controls the manner of fulfilling the service, provides the tools and equipment needed to do the job, and assumes full accountability for profit or loss.

A contract employee is engaged for a defined, specific period of time (in excess of 6 months), and usually for time-limited needs into specific types of positions such as GradCorps interns, articling lawyers and French language monitors.



Did you know? ... Casuals, contract employees and individuals hired under job experience programs require a 3-day break in service before accepting other employment with the Yukon government.

GradCorps

This initiative provides recent Yukon post secondary graduates with work experience in their field of study to improve their employment prospects.

These positions are 1 year contract positions and are managed by Corporate Human Resources and Diversity Services (CHRDS) with program administration undertaken in partnership with participating departments. These positions cannot be extended beyond a year.



Note ... Independent contractors are not employees of the government; they have a contractual relationship wherein they are paid for their services or product in accordance with the express provisions of the contract (see [AGS 20](#) and [Policy 3.41 of the General Administration Manual \(GAM\)](#) for more information).

Work experience programs

There are a number of work experience programs within the Yukon government:

<i>Program</i>	<i>Coordinating Department</i>	<i>For use by</i>
Conservation Action Team	Environment	Environment only
Co-operative Education	Hiring Department	All YG departments
Head Start	Health & Social Services	All YG departments
Student Training Employment	Education	All YG departments
Yukon Youth Conservation Corps	Environment	Environment only

Individuals hired under these programs are considered casuals under the [Public Service Act](#), and shall follow terms and conditions of employment specified in [Policy 3.7 of the GAM](#).

Conservation Action Team (CAT)

Eligible candidates for CAT positions are enrolled in a post-secondary educational institution either in the Yukon or elsewhere but where the permanent place of residence is in the Yukon. Preference is given to local community residents for jobs in the communities, provided they are qualified.

The Conservation Action Team program provides Yukon youth in grades 7 to 10 an opportunity to gain awareness of the Yukon's environment, renewable and non-renewable resources.

Co-operative Education (Co-op)

Eligible candidates for Co-op placements are students registered in an approved post-secondary co-operative education institution where work terms are a requirement for graduation.

The Co-operative Education program provides post-secondary students with the opportunity to apply the theoretical knowledge of their discipline to the practical world of work. The process integrates students' academic study with related work experience, normally in alternating terms. Assignments must be for a minimum of 12 weeks or equivalent period of time in part-time placements; placement cannot be longer than 6 months.

Recruitment is coordinated through the hiring department and the educational institution.

Head Start

Eligible candidates for Head Start positions must be social assistance recipients with the basic qualifications for the placement.

The Head Start program assists social assistance recipients in accessing employment or training opportunities which will enhance their future employability. Assignments may not exceed 20 weeks in duration.

Student Training and Employment Program (STEP)

Eligible candidates for STEP positions are students who have just completed a semester of full-time undergraduate studies and who resided in Yukon for 2 consecutive years immediately prior to commencement of post-secondary classes or who are eligible for the Yukon post-secondary grant.

The Student Training and Employment Program offers Yukon post-secondary students the opportunity to work in the Yukon during the summer in their chosen field of study.

The length of a subsidized STEP assignment is 12 to 16 weeks. If needed, departments may elect to extend the STEP assignment beyond the subsidized period to a maximum of 16 weeks. The associated costs would be borne by the responsible department.

A student may hold the same position with the same department for 2 consecutive years. All eligibility criteria still apply.

Each individual department is responsible for the recruitment process. Recruitment deadlines are tight and must be adhered to. Results are then forwarded to Advanced Education.



Tip ... STEP assignments cannot be extended beyond September 1st. If a continued need is identified, consider other staffing options such as a casual or auxiliary position. A 3-day break in service is required prior to appointment to another position within the Yukon government.

Yukon Youth Conservation Corps (Y2C2)

Eligible candidates for Y2C2 positions are enrolled in high school in the Yukon or enrolled in a post-secondary educational institution either in Yukon or elsewhere but where the permanent place of residence is in the Yukon.

The Yukon Youth Conservation Corps program provides Yukon youth with an opportunity to gain awareness of the Yukon's environment, renewable and non-renewable resources.

Preference is given to local community residents for jobs in the communities, provided they are qualified.

AUTHORITY

[Application Guidelines Series – AGS 20 – Independent Contractor vs. Contract Employees](#)

[Application Guidelines Series – AGS 42 – Auxiliary On Call \(AOC\) Employees](#)

[Collective Agreement](#)

[General Administration Manual – volume 3](#)

[Management Plan: Conditions of Employment for the Management Group](#)

[Public Service Act](#)

LINKS

[Work Experience Programs for Students](#)

9. Non-Competitive Staffing Actions

OVERVIEW

There are some circumstances where a recruitment process to fill a position may not be the best option.

Non-competitive staffing actions provide an opportunity for departments to recommend and/or select qualified individuals for appointment based on specific criteria.

DETAILS

The following options outline situations where an appointment without competition could be considered.

Accommodation

The authority to make appointments without competition rests with the Public Service Commission (PSC).

The Yukon government (YG) has an obligation to meet the accommodation needs of employees with disabilities ([*General Administration Manual \(GAM\) – policy 3.59*](#)).

When a disability or medical condition impacts an employee's ability to perform their job duties, an accommodation plan is developed. The plan may require the employee's transfer to another position within the home department or within the Yukon government.

All departments share in the duty to accommodate, including accommodating employees who transfer to different departments within the organization and, where appropriate, providing alternate placements in the event no suitable position is available within an employee's original department.

Acting/Special acting

Acting assignments allow existing employees an opportunity to perform duties which differ from their substantive position for a temporary period. The level of acting pay, if applicable, is based on the classification level and associated salary range of the position as per the [Collective Agreement](#) or the [Management Plan: Conditions of Employment for the Management Group](#).

Acting assignments should be used to backfill positions on a short term basis (e.g., vacation, training) and should not exceed 6 months in duration.

A special acting assignment would provide employees an opportunity to perform for a temporary period duties that are substantially different from their substantive position and any other established position. Before an employee can agree to start the assignment these duties must be evaluated by a classification analyst to determine if additional compensation is warranted.

Special acting assignments typically stem from a short term need which has dedicated resources (e.g., external funding), or an effort to provide developmental opportunities. For example, a special acting assignment could be created to manage/coordinate a short term program, provide specific work experiences to employees, or to redistribute duties while an employee is on leave. If there is an ongoing need for the functions to be performed, a job description must be developed.



Note ... A temporary assignment must be used for any acting or special acting assignments over 6 months.

Change of hours

An employee may request an increase or reduction in their hours of work on a temporary or permanent basis. This would be a mutual agreement between the employer and the employee.

It is a good and essential practice to ensure that operational requirements have been considered. An increase/reduction to an employee's hours of work could aid in absorbing additional duties or enhance work/life balance. It may also provide some staffing options (e.g., job share).



Did you know? ... Reducing or increasing an employee's hours will impact their benefits. Check with the Employee Compensation branch for more information.

Direct hire

Departments have the authority to direct hire qualified individuals into auxiliary and casual positions.

Departments must take into account 2 factors when considering a direct hire.

1. Is the proposed appointee qualified?
2. How is it in the best interest of the public service?

The department's role is to ensure that the proposed person for direct hire is qualified. This is done by verifying the person meets the essential qualifications of the position, and checking references or reviewing current performance evaluations on file for YG employees.



Tip ... There must be a 3-day break in service where a retired Yukon government employee is hired into an auxiliary on-call or casual position to ensure there are no overlaps or errors in pension contributions.

The next step is to demonstrate that the direct hire is in the best interest of the public service, not just your department. This can be very hard to demonstrate and is usually perceived as a subjective decision. Some questions to ask are:

- Do other potential candidates have the qualifications required to perform these duties?
- What does the proposed candidate offer that makes them a preferred candidate (e.g., specialized skills, corporate knowledge)?
- Why doesn't the department want to go the competitive route?
- Have competitions for similar positions been held recently? If so, with what results?
- Are current eligibility lists available?
- Has the preferred candidate performed a similar job at a similar level in a fully satisfactory manner?
- If this assignment is in a community, is the proposed candidate a local community resident?

The [Public Service Act](#) defines the criteria for the direct hire of an auxiliary as 'where

- a) A suitable person is available for appointment from a current list of eligible candidates for employment in the class in which the vacant position is included, or
- b) It is in the best interest of the Public Service and the Commission is satisfied that a suitable qualified person is available.'

Although the above doesn't specifically apply to casuals, the criteria defined are used for assessing the validity of the direct hire request. The [Public Service Act](#) also indicates that any engagement of a casual 'shall, if practicable, be made on merit'.



Note ... Although direct hires of auxiliaries and casuals are not subject to appeal, the practices and guidelines for delegated non-competitive staffing actions must be followed.

Eligibility list

Departments have the authority to make appointments from an eligibility list for identical and similar positions.

An eligibility list must be used during its pre-determined life span if an identical position within the originating department becomes vacant. It may be used during its pre-determined life span if a similar position within the originating department or within government becomes vacant.

Eligibility lists may be used to staff positions in other less advantageous categories of employment, but will not be used to fill a position in a more advantageous category of employment than that of the established list. For example, if a list is created from a competition for a term position, it may not be used to fill a future vacancy in an indeterminate position. The order of categories of employment from the most advantageous is indeterminate, term, seasonal auxiliary, auxiliary on-call, and casual.

Exemption (appointment without competition)

The authority to make appointments without competition to term or indeterminate positions rests with the PSC.

The PSC will analyze the situation to determine if it is in the best interests of the public service to make an appointment without competition. The PSC will consider factors such as existing employment trends, provision of reasonable access to opportunities for appointment for employees and the public, and the needs of individual employees who have priority entitlement under the [Public Service Act](#) (e.g. accommodation, lay off).



Note ... A candidate's previous work experience in this or a similar job (e.g., through an acting or temporary assignment) is not an adequate justification to staff by appointment without competition.

Lay-off appointment

The authority to make lay-off appointments without competition rests with the PSC.

A shortage of work, insufficient funds, abolition of a position, or changes in the organization of the department may necessitate a lay-off. In these circumstances, an employee may be given 3 months notice in writing of the effective date of lay-off or 3 months salary and benefits instead.

The PSC maintains and manages a list of employees on lay-off. These employees have priority for appointment for any position within the public service for which they are qualified and which has the same or lower maximum rate of pay as the position held at the time they were laid off.

Transfer

An employee may submit a written request to PSC to be placed on a *Transfer List*. The PSC maintains the *Transfer List* and circulates to departments quarterly (or whenever there are additions/changes).

The Deputy Minister has the authority to transfer an employee from one position to another position at the same level, performing similar functions and requiring similar qualifications within his/her own department. If the transfer requires an employee to move their place of residence from one community to another, the employee will have the right to appeal the transfer notice.

The Public Service Commissioner may transfer an employee from one position to another at the same level performing similar functions and requiring similar qualifications in the same department or between departments. These transfers will not be made except with the consent of the employee and the deputy head of the department to which the transfer is made. See process on page 140.

Other non-competitive approaches

A vacancy can provide an opportunity for change.

Demotion

Employees may request a voluntary demotion which means an appointment without competition to a lower level position than that of their substantive position. The request may stem from a variety of reasons (e.g., accommodation, work/life balance, different career path).

Job share

A job share exists when 2 employees share the responsibilities of one fully-funded full-time position.

Sharing a full-time job with a colleague or simply reducing an employee's own working hours may meet an employee's particular needs. Employees often find these options to be useful when a full-time salary is not necessarily a key priority, or when planning a phasing-out of work prior to retirement.

Job share arrangements can include such variations as: working half-days, working one week on and one week off, or working in alternating blocks of less than 6 months.

Departments must take into account a variety of factors prior to considering a job share arrangement:

- Operational requirements (e.g., service delivery)
- Impact to pay and benefits, including pension benefits
- Cross training
- Coverage for scheduled and unscheduled absences

Term extension

A term extension can be used to prolong an existing term employee's position when a continuing need is identified. The extension can occur at any time prior to the current end date.

Training/Developmental opportunities

A vacancy may provide the opportunity for one or more staff members to gain experience that will help them in their career development and assist in succession planning (e.g., Employee Development Assignment Program, Internal Rotational Assignment Program).



Tip ... Be careful of lengthy acting or temporary assignments which can compromise an eventual competition.

PROCESS

Accommodation

It is the responsibility of Deputy Ministers (or delegate) to recommend to the PSC that an appointment without competition be made to a position within their department.

Departments should work with the employee and the Disability Management Unit to identify suitable positions for accommodation.

An *Exemption Rationale (Recommendation to appoint without competition)* form is required to initiate the process. Generally, a support letter from the Disability Management Unit is also included. These documents are attached to a *requisition* for review and approval by Corporate Human Resource Staffing (CHRS).

An appointment without competition for accommodation is not subject to appeal and is not posted. Where the appointment is to a position within the bargaining unit, the union is normally advised.

Acting/Special acting

For *acting assignments*, departments must submit a *Consecutive or Non-consecutive Acting Pay Request for Authorization form* to the Employee Compensation branch for processing.

For *special acting assignments*, departments must submit a statement of duties for review to Classification. A classification analyst will review the information provided to determine if additional compensation is warranted. Departments must then submit a *Consecutive Acting Pay Request for Authorization form with the statement of duties and the Agreement of Special Acting Assignment* for special actings that is less than 6 months to Classification. If the special acting is 6 months and over, a temporary assignment agreement must be submitted with the statement of duties attached.

The classification analyst will complete the special acting section and forwards the documents to Employee Compensation for processing.

Change of hours

Departments must consider a number of factors prior to changing the hours of work of an employee.

The existing hours of work in HRMS for the position must be at least equal to the 'new' hours of work for the employee, otherwise a *Position Data Update/ Change form* must be submitted.

Departments should initiate the process before the effective date of the change to avoid overpayments/underpayments and corresponding recoveries.

Departments are responsible for preparing a letter to the employee confirming the change of hours. The letter should include the following:

- New hours of work
- Effective date and end date

- Revised salary
- Recommendation to contact the Employee Compensation branch regarding benefit impacts

The employee is not required to sign the letter. The original letter must be sent to the Employee Compensation branch for processing. A copy of this letter should also be kept on the employee's departmental file.

Direct hire

Prior to initiating a direct hire, departments must select the appropriate category of employment based on the nature of the work required (e.g., casual, auxiliary). Secondly, ensure the job description is current and accurate, and an established position exists.



Note ... A statement of duties may be considered in lieu of a job description to establish a casual 'one time only' position. Contact your assigned classification analyst for more information.

A requisition is created and submitted for approval. Once approved, CHRS will attach the candidate profile of the direct hire candidate to the requisition and HR can prepare the *offer letter and onboarding documentation*. Once completed Employee Compensation receives notification of the hire. All other documentation (e.g., resume, references) should be kept on the departmental working file.



Remember ... A casual who is replacing a regular employee in a regular position is not necessarily at the same classification level as the regular employee as the casual may not be performing the full duties of the position.

Casuals can be direct hired for a maximum period of 6 months less a day. If the initial hire is for less than 6 months, and they are required for a longer period of time, the casual assignment can be extended up to 6 months less a day.

The extension offer letter is created through RMS and sent electronically to the employee. Employee Compensation branch receives the extension notification once the offer is accepted and onboarding has been completed in the RMS. The extension must be processed prior to the effective date.

Only in highly exceptional circumstances may the casual assignment be extended beyond 6 months less a day. Written authorization from PSC is required. This would be a subsequent or second casual hire and a 3-day break in service is required. The subsequent casual hire can only be for an additional period of up to 6 months. **Under no circumstances will a third term be authorized.**



Did you know? ... Casuals require a 3-day break in service before accepting other employment with the Yukon government. This means a break of 3 working days between assignments.

Eligibility list

Job offers to individuals on an eligibility list must be extended in rank order. Departments may not skip names except where there is a bona fide occupational requirement (e.g., gender).

If a department does not want to make an offer for an identical position to the next person on a list, they must provide justification to PSC as to why that person should be effectively removed from the list. This is above and beyond the situation where a department does not wish to appoint based on reference checks.

Candidates on a list may turn down an offer for a position in a less advantageous category of employment than that for which the list was created and will retain their place on the list to receive the next offer. Do not extend repeated offers of positions in less advantageous categories to candidates who indicate that they do not want to be considered for vacancies in a certain category.

Candidates on a list may accept an offer of a position in a less advantageous category of employment and retain their place on the list for future offers of the category for which the list was established.

Candidates on a list who request removal or accept a position in the same category of employment and level will be removed from the eligibility list.

Candidates who refuse an offer for an identical position within the originating department in the same category of employment for which the list was established may be removed from the list because the department has met its obligations to that person.

Departments proposing an eligibility list hire for a similar position should complete a *'Similar' Position Analysis form*. Departments should assess the similar position to ensure that the majority of functions overlap, central purpose is parallel, level is the same or no more than one level lower, and the majority of the essential qualifications or competencies mirror the subject position for which the eligibility list was established. The form should be kept on file in case of an appeal.

Job offers from eligibility lists are appointments. If the vacancy is a regular position in the bargaining unit, there may be appeal rights remaining from the competition when the eligibility list was established.

Prior to proposing subsequent appointments from an eligibility list, the department will advise candidates directly of their appeal rights or provide a *Proposed Appointment from an Eligibility List form* to the PSC for posting to the Yukon government website. Appeal notices will be posted for 5 working days for identical positions and 10 working days for similar positions.

If there are no appeals, the department will confirm the offer to the successful candidate. A requisition is created and submitted for approval. Once approved, CHRS will attach the candidate profile of the direct hire candidate to the requisition and HR can prepare the *offer letter and onboarding documentation*. Once completed

Employee Compensation receives notification of the hire. All other documentation (e.g., resume, references) should be kept on the departmental working file.

Exemption (appointment without competition)

It is the responsibility of Deputy Ministers (or delegate) to recommend to the PSC that an appointment without competition be made to a position within their department.

A *requisition* is created with an *Exemption Rationale (Recommendation to appoint without competition) form* attached is required to initiate the process. CHRS reviews the request and advises of their approval or rejection.

If the PSC accepts that it is in the best interest of the public service to appoint without competition, the *Proposed Appointment Without Competition* will be posted for 10 working days. Bargaining unit employees may appeal under Article 46 of the [Collective Agreement](#). Confidential/management employees may file a complaint/appeal with the PSC.

If there are no appeals, the PSC will inform the hiring department which extends the offer of employment. If the proposed appointment without competition is appealed, the PSC, after consulting with the department, will determine whether to defend the appeal or recommend other action such as conducting a competition.

Exemptions approved by PSC under special initiatives or programs may not require posting (e.g., employment equity, accommodation).

Lay-off appointment

The PSC will determine whether a vacancy which merits further consideration may be available in the home or other department. The [Public Service Act](#) (Section 152) states that the last person laid off has priority over all other qualified candidates and over all other persons laid off at an earlier time.

When a department has advised PSC of a vacancy and it is determined that no employees on the lay-off list meet the essential requirements, the position will proceed to normal recruitment action.

If the vacancy is at the same classification or lower and the employee appears to have the required qualifications and is interested in being considered, the PSC, in cooperation with the recruiting department, will conduct a more in-depth evaluation of the employee's qualifications to determine whether an appointment may be appropriate.

If the PSC and the department are satisfied that the employee is qualified and suitable for the position and would be a certifiable candidate if a competition were held, the PSC will proceed to appoint the employee. This appointment is not subject to appeal.



Did you know? ... A laid off employee is entitled for a period of 12 months after receiving notice of lay-off to enter any competition for which they would have been eligible had they not been laid off.

Transfer

Departments may consider employees on the *Transfer List*. If an employee is deemed qualified and suitable, a request for an exemption must be submitted to the PSC. The PSC will review and determine if an appointment without competition is appropriate.

For department initiated transfers, the Deputy Minister is responsible for providing a written transfer notice to the employee for transfers within his/her department. The transfer notice will indicate the effective date of the transfer.

If the transfer requires an employee to move their place of residence from one community to another, the employee may appeal the transfer notice within 15 working days of its receipt. An employee who does not appeal within the specified time shall be deemed to have consented to the transfer notice.



Note ... An employee being transferred may be eligible for relocation expenses.

Departments will provide a letter of employment specifying the details of the transfer to the employee through the requisition process.

Other non-competitive approaches

Demotion

If the department supports the employee's request for a demotion, an *Exemption Rationale (Recommendation to appoint without competition) form* is attached to a *Requisition* and submitted to CHRS for review.

The same factors used to assess other exemption requests will be considered. CHRS, in consultation with the union where applicable, will review the request based on individual circumstances and determine whether or not the exemption will proceed.

If approved, CHRS will inform the hiring department which extends the offer of employment. Generally, these appointments without competition are not posted.

Job share

Regular full-time indeterminate, term and seasonal employees are eligible.

Job share agreements require 2 separate established positions that reflect standard hours, coding, etc. Thus if there are changes to one employee's position data, it will not impact the other employee.

Term extension

Prior to initiating a term extension, the department should verify that the extension is for the identical position the employee was originally hired for, and that the position data on HRMS is current and accurate.

Departments must ensure the term extension is processed before the end date to avoid overpayments/underpayments and corresponding recoveries. Be sure to overlap the new start date with the term end date by a minimum of two days.

This will ensure continuity of service.

An offer of employment with the new end date must be provided to the employee



through the RMS system

Note ... An auxiliary on-call employee can accept a 6 to 12 month term within their own department and still retain their auxiliary on-call position.

However, if the term is extended and exceeds 12 months, the employee is deemed to have resigned from their auxiliary on-call position ([*Letter of Understanding 'K'*](#)). This information must be included in the offer letter.

Training/Developmental opportunities

The process will vary based on selected option (e.g., acting, temporary assignment, EDAP).

AUTHORITY

[Collective Agreement](#)

[General Administration Manual – volume 3](#)

[Management Plan: Conditions of Employment for the Management Group](#)

[Public Service Act](#)

[Umbrella Final Agreement](#)

FORMS

- Agreement of Special Acting Assignment
- Consecutive Acting Pay Request for Authorization
- [Eligibility List](#)

- [Exemption Rationale \(Recommendation to appoint without competition\)](#)
- Job Share Agreement
- Non-Consecutive Acting Pay Request for Authorization
- [Position Data Update/Change form](#)
- [Proposed Appointment from an Eligibility List](#)
- [Proposed Appointment Without Competition](#)
- Requisition
- ['Similar' Position Analysis form](#)

LINKS

Staff Development, Career Development:

http://www.psc.gov.yk.ca/staffdev/career_dev.html

Staff Development, Learning and Leadership:

<http://www.psc.gov.yk.ca/staffdev/index.html>

Temporary Assignment Guidelines:

http://www.psc.gov.yk.ca/pdf/ta_guidelines.pdf

10. Temporary Assignment

OVERVIEW

Temporary assignments can provide a versatile mechanism to support a variety of objectives designed to benefit the organization, employee or both. The use of temporary assignments is supported and recognized for its value in assisting the organization in accomplishing its goals.

DETAILS

Principles

The principles of transparency, accountability and balance guide the use, approval and extension of temporary assignments. Temporary assignments are developed and filled based on clearly stated criteria; those involved in temporary assignment decision making may be called upon to explain their professional actions; and decisions concerning temporary assignments should consider both operational needs and the benefit to individual employees.

Objectives

Temporary assignments can be used to effectively meet operational human resource needs, provide the organization with a valuable succession management tool, foster relationships between departments and/or other governments, and provide employees with career progression opportunities.

Temporary assignments are normally for one year or less.



Note ... On occasion, an acting assignment goes beyond the 6 months and a temporary assignment agreement is required. Be sure to indicate the start date of the temporary assignment, not the initial acting assignment.

Eligibility requirements differ based on the tenure of the employee's substantive position (e.g., indeterminate, term). Yukon First Nation governments are eligible to apply for temporary assignments in the Yukon government.



Did you know? ... The temporary assignment selection is not subject to appeal. However supervisors must be prepared to explain their decision if requested.

All employees are responsible for obtaining their supervisor's approval before applying on a temporary assignment opportunity.

Employees continue to have incumbent rights to their substantive position, including any allowances. Employees on a temporary assignment are entitled to return to their substantive position at the end of the temporary assignment, unless otherwise specified in the *Temporary Assignment Agreement*.



Tip ... Please check with Corporate Human Resource Staffing (CHRS) regarding temporary assignments between the Yukon government and other governments/agencies as the process differs from assignments within the Yukon government.

PROCESS

Temporary assignment notices will normally be posted on the YG employment opportunities website under Affiliate Postings.

Departments are responsible for completing the *Temporary Assignment Opportunities Notice form* and uploading to the website.

Departments determine the duration of the posting period, 5 to 10 working days is considered the norm.

Duties and responsibilities should be clearly outlined as job descriptions will not be attached to the posting. The content of the notice form will not be reviewed by the PSC prior to posting. As such, departments should carefully review the notice form to ensure the information is correct.

Selection

When considering applicants for temporary assignment opportunities, supervisors should work with department human resources staff to identify a suitable candidate. Selection may be based on factors such as personal suitability, training required, availability, or any others deemed relevant.



Note ... Temporary assignments may be considered for indeterminate employees applying on term positions. Both the home and host departments must approve the temporary assignment. Otherwise, the indeterminate employee would have to resign his/her indeterminate position to accept the term appointment, or withdraw from the competition.

In general, temporary assignments should be available to employees who have the knowledge, skills and abilities to perform the functions to which they are assigned. Variations will include assignments to support the development of employees in which case a training and development plan should be developed.

Departments are responsible for communicating results to all applicants, including reasons as appropriate.

Once a successful candidate is identified, the department must complete a *Temporary Assignment Agreement* which establishes the terms and conditions of the assignment.



Did you know? ... Individuals on temporary assignment are considered ‘employees’ of the host department and, therefore, are eligible to apply on restricted competitions within the host department provided they are on a temporary assignment during the posting period.

The Human Resource Management System will supply the position data for the employee’s substantive position, as well as the temporary assignment position. If the temporary assignment is based on a statement of duties (e.g., special acting) then a classification analyst will determine if additional compensation is warranted.

If the temporary assignment is at a higher level than the employee’s substantive position, the employee will receive either the minimum of the salary range for the acting position or 5%, whichever is greater. If the 5% exceeds the maximum of the salary range for the acting position, the employee will receive the maximum rate in the range for the acting position.

The salary for temporary assignments within the management category would be administered according to the provisions of the [Management Plan: Conditions of Employment for the Management Group](#).

If the temporary assignment has a lower classification level than the employee’s substantive position, they will receive their current rate of pay.



Reminder ... A new *Temporary Assignment Agreement* is required if there is a reclassification to the substantive or the acting position.

The Deputy Minister (or delegate) can sign temporary assignments which are for less than a year. Temporary assignments over a year must be signed by the Deputy Minister.

The Public Service Commissioner must pre-approve any temporary assignments over 2 years. Departments must send the temporary assignment agreement along with a rationale to CHRS via e-mail prior to the start date or extension date.



Note ... The Public Service Commissioner will not approve any temporary assignment extensions over 2 years that have not been reviewed/pre-approved by CHRS. Please ensure your temporary assignment requests are sent directly to CHRS.

AUTHORITY

[Collective Agreement](#)

[Management Plan: Conditions of Employment for the Management Group](#)

[Public Service Act](#)

FORMS

- [Temporary Assignment Agreement between Yukon government and other governments/agencies](#)
- [Temporary Assignment Agreement Instructions](#)
- [Temporary Assignment Agreement within Yukon government](#)
- [Temporary Assignment Opportunities Notice form](#)

LINKS

2010 Employee Engagement Survey Results:

http://www.psc.gov.yk.ca/policy/ees_2010.html

Temporary Assignment Guidelines:

http://www.psc.gov.yk.ca/pdf/ta_guidelines.pdf

Temporary Assignment Opportunities:

<http://www.employment.gov.yk.ca/ta.html>

11. Recruitment

OVERVIEW

Recruitment refers to the methodology and activities associated with attracting job applicants to apply on advertised vacancies within the Yukon government (YG).

The recruitment method is based on knowledge of the labour market, including:

- where qualified candidates might be found;
- what options are available to attract qualified candidates (websites, newspapers, professional journals); and
- the operational context of the staffing action which may dictate a certain course of action (e.g., cost, timelines).

DETAILS

The pre-recruitment planning allows departments to review their needs and potential options. Prior to proceeding to recruitment, departments must determine the specifics of the competition process.

Area of recruitment

The area of recruitment is either the geographical or organizational boundary where candidates will be recruited.

The [Public Service Act](#) implies that competitions are normally internal to the public service unless it is in the best interests of the public service to recruit by public competition.

The [Public Service Act](#) states that the competition may be within the department, within the department together with other departments, or within the public service. A

decision of this nature will normally be based on labour market conditions and where managers think qualified candidates will be found. Previous competitive experience is often the best guideline in this situation.



Remember ... We are trying to find the best candidate for our positions. Unnecessary limitations may result in having to run another competition which can be very time-consuming and costly.

Typically, managers want to interview 3 to 5 candidates for a position. An area of competition that would produce at least 3 candidates after screening against the essential qualifications is considered adequate. The number of candidates to be interviewed will depend on such things as the number of vacancies, whether or not there is to be an eligibility list, or results from screening.

The area of recruitment also identifies the parameters which determine an applicant's eligibility to apply on a competition. Applicants must have the legal right to live and work in Canada to be considered for employment within the Yukon government.

Open

All competitions are considered 'open' competitions unless otherwise indicated.

Open competitions are advertised on the YG employment opportunities website and may also be posted locally (e.g., newspaper) and all applications are equally considered. Departments may choose to cover interview and relocation costs according to the [*Interview and Relocation Expense Directive*](#), if applicable.

Outside (targeted advertisement)

Departments may opt to target specific applicants by focusing their advertising efforts to particular industries or regions (e.g., educational institutions, eastern provinces) based on labour market conditions.

Outside competitions are advertised where departments anticipate a sufficient pool of qualified candidates will be available. All applications are equally considered.

The cost of advertising outside the Yukon is significantly higher than advertising locally, but there are a greater range of advertising opportunities such as national and regional newspapers, professional journals, internet, job fairs, conferences and university campaigns.

Cost, timing and the nature of the labour market all affect the choices in these cases so it is important to have a solid understanding of the labour market. Deputy Minister approval is required prior to advertising outside the Yukon.

Departments must cover interview and relocation costs according to the [*Interview and Relocation Expense Directive*](#), if applicable.

Preference

Departments may narrow the pool of candidates further by assigning a ‘preference’ component to the competition.

The preference may pertain to a designated group or a specific work-related skill, ability or designation which is desired (e.g., employment equity, bilingual).

Restricted

Departments can use organizational boundaries to narrow the pool of candidates by restricting the competition to a branch, department or Yukon government employees.

A restriction may also be used for designated employment equity group members or a bona fide occupational requirement (e.g., bilingual, gender).

Method of recruitment

There are several options available when initiating recruitment.

Anticipatory

An anticipatory competition is used to recruit for positions which are expected to become vacant but are not yet vacant (e.g., retirement, external funding initiatives).

On-going

An on-going competition is used to recruit for casual and/or auxiliary difficult-to-fill positions or continuous-need positions (e.g., nurses, corrections officers).

Regular

A regular competition is used to fill most vacant positions (e.g., indeterminate, term; full-time, part-time).

Until-filled

An until-filled competition is used to recruit for indeterminate or term difficult-to-fill positions or continuous-need positions (e.g., nurses, social workers).

PROCESS

Area of recruitment

Departments must create a *Requisition* for the recruitment including all relevant. The job description [is](#) attached to the requisition.



Note ... An original signed job description is required if it is a new position or there are changes to the existing job description. In that case, a classification request would be required prior to posting.

Outside (targeted advertisement)

The advertisement and job bulletin must state that *‘Approved candidates will be provided reimbursement of interview/relocation expenses if required, in accordance with the Interview and Relocation Expense Directive.’*.

Preference

The advertisement and job bulletin must state that *‘Preference will be given to (insert specifics)’*.

Applicants who have disclosed how they meet the preference component and who meet the screening criteria must be assessed before other applicants are considered.

The highest ranked certified candidate who meets the preference component will be offered the position. If there is no certified candidate who meets the preference component, other applicants may be assessed and the position offered to the one who ranks highest among those who certify.



Note ... All candidates may be assessed at the onset if an eligibility list is being created. However certified candidates who meet the preference component would still get first consideration.

Restricted

The advertisement and job bulletin must state that *‘This competition is restricted to (insert specifics)’*.

The highest ranked certified candidate who meets the restricted eligibility requirements will be offered the position. The competition is considered ‘unfilled’ if no applicant meets the restricted eligibility requirements on the competition.



Did you know? ... Casuals, contract employees and individuals hired under job experience programs employed at the closing date of a restricted competition are eligible to apply.

Method of recruitment

Anticipatory

Departments will create a *Requisition* with the specifics of the competition for approval and processing. The current job description [is](#) attached to the requisition. The RMS will automatically assign a requisition number .

The job posting will be advertised for 10 working days, unless otherwise indicated. HR is responsible for managing the requisition and creating a hard copy requisition file.

On-going

Departments will submit a requisition with a current job description attached. These postings are assigned a requisition number and are posted until the last working day of the fiscal year (e.g. March 28, 2013).

‘On-going’ postings can also be removed from the website upon request. A new ‘on-going’ requisition posting will be required as of April 1st.

Departments are required to maintain an ‘on-going’ requisition file. The screening and assessment processes will be carried out at the department’s discretion. All associated documentation will be maintained by the department. The requisition file is submitted to CHRS after the closing date.

Regular

Departments will create a *Requisition* with the specifics of the competition for approval and processing. The current job description [is](#) attached to the requisition.

The job ad will be posted for 10 working days, unless otherwise indicated. HR is responsible for managing the requisition and creating a hard copy requisition file

Until-filled

Departments will create a *Requisition* with the specifics of the competition for approval and processing. The current job description [is](#) attached to the requisition.

The closing date on the job posting will indicate the last working date of the fiscal year (e.g. March 28, 2013). The posting will be placed on the YG Employment Opportunities website. A new 'until filled' posting will be required as of April 1st.

HR is responsible for managing the requisition and creating a hard copy requisition file. Applications will be reviewed and processed immediately upon receipt. Screening and assessment will follow normal staffing processes. Appeal rights will be extended to all bargaining unit employees, following initial screening or assessment, if applicable.

All staffing documentation must be kept on the competition file. Departments will return the competition file to CHRS upon successful completion or on March 31st of each year.

AUTHORITY

[Collective Agreement](#)

[General Administration Manual – volume 3](#)

[Management Plan: Conditions of Employment for the Management Group](#)

[Public Service Act](#)

[Umbrella Final Agreement](#)

LINKS

Employment Equity Staffing Guidelines:

http://www.psc.gov.yk.ca/pdf/preferential_hire_guidelines_final.pdf

Employment Opportunities:

<http://www.employment.gov.yk.ca>

Interview and Relocation Expense Directive:

http://www.psc.gov.yk.ca/pdf/relocation_dir_without_schedule_a.pdf

12. Interview and Relocation Expense Directive

OVERVIEW

Individuals who have the legal right to live and work in Canada are eligible to apply on Yukon government (YG) employment opportunities. As such, successful candidates may reside outside of the Yukon.

The [*Interview and Relocation Expense Directive*](#) is the guiding document used to compensate candidates for interview and relocation costs. The directive outlines requirements, associated authorities and eligible expenses.



Note ... Current YG employees may use leave entitlements for moving, packing or unpacking providing they have their supervisor's approval and sufficient leave (e.g., annual). There is no provision for paid time off with the exception of an *employer*-initiated transfer.

DETAILS

Responsibilities

The Yukon government may offer reimbursement of interview and/or relocation expenses to candidates attending interviews and/or moving to the Yukon from other locations within Canada.



Did you know? ... If applicable, current YG employees may be entitled to travel expenses between communities for interviews, according to the [*Interview and Relocation Expense Directive*](#).

The selection panel can choose to state if relocation will be provided or not on the job posting. Relocation expense coverage may make a position more attractive, but also represents a significant expense for the department.

If a job posting states that relocation *will* be provided, then the department must provide relocation to the successful candidate, if applicable, for eligible expenses in accordance with the directive.

If a job posting states that relocation *may* be provided, or does not mention relocation, then the department can choose to provide relocation to the successful candidate for eligible expenses as part of the offer process.

Return-Service-Commitment

The [Interview and Relocation Expense Directive](#) indicates the employee's liability should s/he fail to complete 2 years of continuous employment with the Yukon government.

PROCESS

Responsibilities

The Public Service Commission (PSC) administers the [Interview and Relocation Expense Directive](#).

Departments are responsible for making travel arrangements for interviews, except for those positions at the deputy minister level.

Departments are responsible for paying all eligible interview and/or relocation expenses. The department will receive a journal voucher from PSC Finance for any expenses arranged by PSC.



Tip ... Try using phone or video conferencing applications as an alternative to in person interviews with candidates.

Successful candidates who are relocating will be contacted by the PSC. Departmental HR should advise the candidate not to make their own travel arrangements.

Relocation arrangements, including house hunting trips, will be organized by the PSC for indeterminate and term appointments. Departments will make arrangements for casual and auxiliary appointments; or upon request, PSC can assist or make the arrangements.

Departments must provide a copy of the offer letter along with the employee's contact information to PSC as soon as possible to initiate the process. This is done by sending a "New Hire Notification" to Relocation Services through the E-recruitment system as part of the onboarding process.



Did you know? ... PSC cannot begin to make travel arrangements until they receive the notification through E-recruitment.

Return-Service-Commitment

The return-service-commitment agreement is between the employee and the Yukon government. The relocation return-service-commitment clause must be included in the offer letter.



Reminder ... People moving permanently to the Yukon are not eligible for extended benefit coverage until they become registered on the Yukon's Health Care Insurance Plan. This means that for up to 3 months services such as ground ambulance, emergency air or scheduled air medical travel will not be covered. Departments should add the appropriate clause to the offer letter encouraging new employees to obtain additional private insurance coverage for this period of time.

Departments are responsible for tracking outstanding return-service-commitment agreements and initiating recoveries, if applicable.

If an employee has been paid relocation expenses and fails to complete 2 years of continuous employment, an amount equal to the candidate's removal expenses or a portion thereof, pro-rated to the period of his/her employment shall be deducted from any monies owed to that person by the employer, or collected through an invoice. This does not apply to candidates released during probation or whose move was made as a result of an *employer*-initiated transfer.

If an employee accepts a position with another YG department within the 2 year return-service-commitment agreement, the employee is not required to reimburse the hiring department for any amount of the relocation expenses paid. However, their 2 year obligation with Yukon government still applies.

The originating department can contact the new hiring department to discuss the existing return-service-commitment agreement and possible pro-rated reimbursement of relocation expenses based on the time remaining.

The relocation return-service-commitment clause could be included in the new department's offer letter prior to the employee's acceptance.

AUTHORITY

[Collective Agreement – article 31](#)

[General Administration Manual – volume 3](#)

[Interview and Relocation Expense Directive](#)

LINKS

Living in the Yukon:

[http://www.employment.gov.yk.ca/yukon life.html](http://www.employment.gov.yk.ca/yukon_life.html)

13. Advertising

OVERVIEW

A competitive process is initiated to attract qualified individuals to apply for Yukon government (YG) employment opportunities. Advertising is a valuable marketing tool which allows the Yukon public service to outline the details of vacant positions, essential qualifications and desired attributes.

There is a multitude of media available to market employment opportunities such as websites, professional journals, radio ads, newspapers, banners and bill boards. Departments are encouraged to explore different options based on the position and target audience. The Public Service Commission (PSC) can assist with general information about availability and costs of different media.

The employment opportunity job posting is the foundation of the recruitment process and provides potential employees the information required to succeed in the position.

DETAILS

The employment opportunity posting provides a consistent framework for all YG department postings, and promotes a unified look and feel which is anchored by the Yukon government's employer brand.

The job postings are posted to the YG website and, depending on the nature and level of the position, may also be featured in local newspapers. Departments may also request/initiate other forms of advertising.

The Yukon government's employment opportunity posting contains the following information:

Requisition and position information

This section contains the identifying data for the position such as the position number, title, location, department, supervisor, salary and hours of work. It also includes the requisition number and posting and closing dates.

Job Summary:

This section contains a position statement which includes the type and status of the position, and any identified areas of competition, if applicable (e.g., preferences, restrictions).

Preference – provides first consideration to members of designated groups (e.g., employment equity) and/or individuals who possess specific skills or qualifications which are desired but not essential to the functions of the position being staffed (e.g., language).

Restricted – refers to identified organizational boundaries which determine an applicant's eligibility to apply on a competition (e.g., restricted to YG employees, department or branch). A restriction may also be used for designated employment equity group members or a bona fide occupational requirement (e.g., bilingual, gender).

Underfill – refers to applicants who do not possess the full qualifications of the position being considered for appointment at an approved rate of pay below the minimum scheduled rate for the position.

Summary of job duties

This section provides an overview of the duties and responsibilities of the position. An introduction to the department's goals and values may also be included.

Contact information

Contact details are provided for applicants seeking additional information about the position.

Job Qualifications:

Essential qualifications

The most important component of the staffing process is the essential qualifications identified on the job posting. These are used to screen, measure/rate candidates against the job requirements, conduct references, and rank candidates to determine their order of merit.



Tip ... Essential qualifications should be clear, understandable, realistic and easily demonstrated in a resume. Poorly written qualifications can result in too many or too few screened in candidates.

The essential qualifications are based on the knowledge, skills and abilities required to perform the duties of the position as outlined in the job description. Departments and human resource practitioners must determine what level of training and/or education combined with experience (paid or voluntary) a person needs to perform the job.

Departments may opt to further define an essential qualification or list a desired qualification which would not necessarily be viewed as essential to the functions of the position. For example, a department might list '*experience providing administrative support, preferably in a unionized environment*'; or '*experience developing Excel spreadsheets would be an asset*'. These factors are considered equally with other essential qualifications and may serve to refine the screening results.

All applicants may be assessed at the onset if an eligibility list is being created. However applicants who meet the preference component would still get first consideration.



Did you know? ... When advertising for a bilingual position, the job posting should state that ‘*Candidates will need to pass a language proficiency test in both official languages*’ as the administrative language of work in the Yukon government is English.

When establishing essential qualifications, the following points should be taken into account:

Avoid credentialism – some jobs have legal or licensing requirements or specific education, training or professional certification requirements (e.g., nurse, engineer), but most jobs do not. An equivalency should be provided when staffing jobs which do not have a legal or licensing requirement.

Demonstrated abilities – typically, a resume clearly identifies the level of education and the type of work experience an applicant has; however, interpersonal skills, such as leadership and diplomacy, and other less concrete attributes are not easily ascertained in a resume. As such, essential qualifications should be limited to education/training and abilities that can be demonstrated in the resume (i.e., a concrete indication that an applicant has experience in a particular area).

Identifying skills – a skill refers to a technical competency (e.g., keyboarding, operating specific machinery) which can normally be assessed by testing. If you indicate a particular skill as an essential qualification, you can test for it as part of the screening. The assessment in this instance is on a pass or fail basis. If you do not want to test as part of the screening process, the skill may be evaluated as part of the assessment process; screened on paper through the resume, if applicable; or it may be verified/assessed through references or work samples.

Years of experience required – because the labour market fluctuates and managers can’t predict what the pool of applicants might look like, ensuring there is flexibility in the screening process is important. Adjectives such as ‘considerable’ or ‘significant’ experience are less restrictive than a specified number of years. Based on the pool

and caliber of candidates, identifying a specific number of years of experience can be used as a subsequent screening tool, if required.

Equivalency

This section indicates an equivalent combination of qualifications which are acceptable in place of the education/training, experience and demonstrated abilities identified. An equivalency recognizes that all applicants can attain the required body of knowledge, experience or specific abilities in different ways.

An equivalency would not be provided where

- a legal or licensing requirement exists;
- a position is called upon to appear in court or before an administrative tribunal as an expert witness and the employee's testimony is supported by academic and professional qualifications (e.g., social workers, biologists);
- a position has no requirement for academic qualifications.



Note ... As the two established standards are equal, applicants who meet the essential qualifications **or** the identified equivalency will be considered equally.

Desired attributes

This section identifies the desired knowledge, skills and suitability an ideal candidate should possess. These attributes should reflect organizational/ departmental goals and values, core competencies and/or personal characteristics that have proven effective in performing the duties of the position.

This information can be used to assess a candidate's overall suitability to the position.

Additional information

This section provides further details on the competition, as well as specific conditions/requirements of the position.

Conditions of employment – provides bona fide occupational requirements which the candidate must meet in order to perform the functions of the position. They are not part of the recruitment process. Some conditions of employment must be met before the successful candidate begins the duties of the position (e.g., nursing license). Others may be met within a specified period after beginning work. In this case, the employee's duties may be restricted until the condition of employment is met (e.g., CPR certification).

Conditions of employment exist either for reasons of policy (e.g., security clearance) or for operational reasons (e.g., driver's license for individuals who must drive regularly as part of their work).

Conditions of employment must be identified on the job posting. They should also be brought to the attention of candidates at the time of the interview.

Eligibility list – indicates if an eligibility list will be established and for how long.

Interview/Relocation expenses – refers to eligibility for reimbursement of interview and/or relocation expenses to candidates attending interviews and/or moving to or within the Yukon.

Job requirements – indicates inherent characteristics of the work itself and not something a candidate could possess or attain (e.g., shift work, wearing a uniform). A job requirement should be identified on a job posting if it is something not readily apparent about the job (e.g., shift work, travel).

PROCESS

There is the format used for all employment opportunity postings.

The job posting incorporates all the information gathered to date. Departments, through the various stages of the recruitment process, will have identified the content for the following sections of the job posting.

Requisition and position information

Departments complete all required information in the requisition including the position number, title, branch, hours of work, salary, supervisor, department, etc.

The applicable salary range must be quoted as follows:

- per annum salary
- hourly rate (on-call, trades or positions specifically identified in the [Collective Agreement](#))

A position data statement will include the type and status of the position, the hours of work, and may include any identified preferences.

Restrictions based on organizational boundaries (YG, department, branch) would appear in the first part of the 'Job Summary' section.

Restrictions based on bona fide occupational requirements, reinforcement positions and/or employment equity measures would also be included in this statement (e.g., gender, bilingual, persons with disabilities).

Examples:

'This is an anticipatory term part-time position, working 60 hours bi-weekly. Preference will be given to persons of Aboriginal ancestry.'

'This is an indeterminate full-time position, working 80 hours bi-weekly. This competition is restricted to bilingual applicants.'



Tip ... Refer to the French Language Services Directorate's [Guidelines for staffing bilingual positions](#) to review the Yukon government's obligations under the [Languages Act](#).

Preference – departments would identify any preferences

Examples:

- *'Preference will be given to persons of Yukon First Nations ancestry'*
- *'Preference will be given to bilingual candidates'*
- *'Preference will be given to persons with disabilities'*

Restricted – the following statement, if applicable, would be used to identify organizational boundaries:

'This competition is restricted to those persons employed with the _____ (Yukon government, department or branch) during the posting period and to casuals employed at the closing date of the competition.'

The PSC will determine and identify the open and closing dates according to established procedures.

Summary of job duties

Departments provide an overview of the main responsibilities of the position, and may include a brief introduction to the department, branch or unit (e.g., vision, mission, values).

Contact information

Departments provide contact details to assist applicants who are seeking additional information about the position. Typically the supervisor of the position or an HR practitioner is listed. Contact details must include a phone number and/or e-mail address. A contact person's name is not necessarily required (e.g., main reception).

Example:

‘For more information on this position, please contact Wilma at 555-1234 or via email at wilma.flintstone@rubble.ca’

Essential qualifications

Departments indicate the essential qualifications that will be used for the screening phase.

Examples:

- *‘post-secondary coursework in accounts payable’*
- *‘experience using computer applications such as Excel, Word and Access’*

Equivalency

If applicable, departments should include the following equivalency clause:

‘Candidates who have education, training and/or experience equivalent to the essential qualifications listed above will be equally considered.’

The clause may be modified for specific circumstances (e.g., legal or licensing requirements).

Desired attributes

Departments indicate the desired knowledge, skills and personal characteristics the ideal candidate should possess.

Example:

- *‘We are looking for a self-motivated individual, with excellent communication and interpersonal skills’*

Additional information

Conditions of employment – may include the following:

- security or medical clearances
- licenses (e.g., valid class 5 driver's license, Yukon Registered Nurses Association)
- certifications (e.g., first aid, Yukon notary public)
- specific training (e.g., Corrections Officer Basic Training)

Eligibility list – indicate the duration of the list (e.g., 3, 6 or 12 months), if applicable.

Interview/relocation expenses – the following statement must be used when advertising outside the Yukon, and may be used for locally advertised positions.

‘Approved candidates will be provided reimbursement of interview/ relocation expenses if required, in accordance with the Interview and Relocation Expense Directive.’

When advertising locally, departments may use the above statement or modify it to meet departmental needs (e.g., ... *may* be provided; ... *will not* be provided).

Job requirements – may include the following:

- shift work
- travel
- wearing a uniform
- exposure to animals (e.g., pet therapy)
- exposure to second hand smoke



Note ... *‘Temporary Assignments may be considered’* can be used on job postings if the departments are willing to consider temporary assignments in lieu of term appointments.

Underfill – departments willing to consider appointments on an underfill basis may include the following statement:

‘Candidates who do not possess (indicate specific essential qualifications) may be considered for an appointment on an underfill basis.’

Underfills may be considered at any time, whether or not this clause appears on the advertisement.

The completed job posting and an unsigned copy of the job description are sent electronically to advertising@gov.yk.ca.



Tip ... Check your final ad for any grammatical, spelling or punctuation errors. Make sure the content is accurate (e.g., contact details, salary).

Departments must create a *Requisition* with all relevant information, including the area and method of recruitment. The PSC is responsible for coordinating the advertisement of YG employment opportunities. The PSC contracts with an advertising agency which can provide research and marketing assistance. Departments may access these services by contacting the PSC.



Did you know? ... Departments can coordinate their own external advertising, if desired. For example, if the department elects to advertise on a particular website, the department can choose to coordinate the process or have PSC coordinate.

All advertising costs are borne by the department.

The PSC will normally post the ad for 10 working days. It may be posted for longer periods upon request. The posting will occur within the time frames identified in the CHRS service standards.



Note ... Applications can be submitted to requisitions until 1130 PM PST on the closing date, the employment opportunity is automatically removed from the website.

AUTHORITY

[Collective Agreement](#)

[General Administration Manual – volume 3](#)

[Languages Act](#)

[Public Service Act](#)

FORMS

- Requisition
- [CHRS Service Standards](#)

LINKS

Employment Opportunities:

<http://employment.gov.yk.ca/>

Staffing Bilingual Positions Guidelines:

http://www.psc.gov.yk.ca/pdf/staffing_bilingual_positions_guidelines.pdf

14. Screening/Assessment Board

OVERVIEW

A board is established to conduct all phases of the competitive staffing process.

Within the competitive staffing process, there are 2 distinct boards – one for screening and one for the actual assessment and selection. Usually these boards share the same members but this is not an absolute requirement.

DETAILS

Board membership

A board serves to ensure consistent and fair screening and assessment of candidates throughout the staffing process.

Board members make sure candidates are given equal opportunity to demonstrate their qualifications. They also ensure the selection of the successful candidate is based on demonstrated merit according to established staffing principles and practices.



Did you know? ... Board members can assist candidates when they are preparing for an interview by providing general information (e.g., work environment, YG staffing process). However, board members would not discuss information directly related to the assessment process for the particular competition (e.g., questions, exercises).

Board chair

The chair of the board holds the delegated authority for staffing pursuant to the [Public Service Act](#). The chair is responsible for upholding the established staffing principles

and practices. The board chair promotes transparency of the staffing process while ensuring confidentiality of board deliberations and competition information.

The chair provides overall leadership in managing the process and brings process expertise to the competition in the form of advice, information, options, etc.

The chair is generally the board's primary point of contact with candidates and the Public Service Commission (PSC).

An assessment board engaged in selection of a candidate for a union position must be chaired by someone who has been certified on the Yukon government (YG) selection skills course. This is a requirement of the [*Collective Agreement*](#).



Note ... Generally, the board chair is excluded from the bargaining unit (e.g., confidential or management employee).

In most cases, the chair is the departmental human resources practitioner or a manager who has delegated staffing authority. A human resource practitioner from one department may chair a board for another department but the final offer, oral and written, must come from someone with staffing delegation in the hiring department.

Conflict of interest

Any association with a candidate through a business or personal relationship that would influence or appear to influence the fairness of the competition process could be viewed as a conflict of interest.



Did you know? ... It is not a conflict of interest for an individual who is currently supervising or has previously supervised a candidate to be a board member, even if s/he has provided negative feedback on a performance evaluation or managed performance which was not on standard.

Confidentiality

Information about the administration of a competition is confidential and restricted to those who are part of the process and have a 'need to know'.

Board preparation

The board chair is responsible for the orientation of board members on the principles and practices of the staffing process.

Board members should have a good understanding of YG staffing principles, practices and procedures to be able to fully participate in the staffing process.

PROCESS

Board membership

A board must have a minimum of 2 members. The make-up of the board will normally consist of the position supervisor, a department human resource practitioner (who is usually the board chair) and possibly a third party who has some particular expertise or interest in the position (e.g., a technical expert or a client of the position).

Where the position has First Nation content or First Nation candidates, the board may include a member who can represent First Nation interests or contribute insight into the assessment of candidates. If the position is in a community, a community representative may also sit on the board.



Note ... First Nations' representatives may be reimbursed for reasonable travel expenses to participate on interview boards in accordance with [Management Board Directive 13/84](#).

For consistency and equity, the same screening board must complete the screening process. If a board member cannot complete the screening process, the remaining members of the board will continue without that member. If a new board member is added at this point, the full screening process should be reviewed by the new board member.

If possible, screening board members and assessment board members should be the same people. If this cannot be done, at least the chair of the board should be the same person throughout with other members added between the screening and assessment stages.

If a board member is unable to attend an interview during the assessment process, they must be excused from all remaining interviews and not participate in ranking candidates, as they will not be able to comment on all candidates results. A board member should not be replaced during the assessment stage, particularly during interviews.

All board members participate fully and equally in the screening, assessment and ranking processes. Decision-making is done by consensus of board members.



Tip ... Ensure all board members understand the staffing process, including how to review resumes, take notes during interviews and assess responses.

Board chair

The board chair is responsible for organizing the process, including completion of all relevant documentation. The board chair ensures the staffing process functions properly according to legislative, policy and procedural requirements.



Did you know? ... The chair decides what information about the process will be released. For example, although the number of applicants who are screened-in is not confidential, the chair may choose to withhold the information as applicants' identities could be deduced from the information provided in certain circumstances (e.g., restricted and/or preferenced).

If the competition is subject to appeal, the board chair will provide notification to eligible candidates at the close of the screening and assessment phases. The board chair would also represent the board in disclosure meetings and appeal hearings should an appeal be lodged against the decision of the board. This will delay appointment of the successful candidate.



Note ... The board chair is responsible for stopping a candidate from answering any question that might be asked inadvertently by a board member which may violate the candidate's rights.

Conflict of interest

Board members must sign a *Conflict of Interest form* once they've reviewed the names of all applicants to verify that no conflict of interest exists (e.g., family members). The form must be signed prior to screening.

Board members must again sign the *Conflict of Interest form* prior to rating the assessment process to confirm that no conflict of interest has arisen since the initial screening.

If board members declare a conflict, the board chair must decide, depending on the circumstances, if the board member can continue to participate in the staffing process.

Confidentiality

Board members are required to sign the *Conflict of Interest form* which includes a confidentiality clause. It is the board chair's responsibility to ensure all board members are aware of the measure of confidentiality attached to the staffing process. Board

members must not divulge any information about any aspect of the staffing process and most particularly about individual candidates.

Board members should never release the results of the competition before references are checked, appeal periods are over, the candidate has accepted the position, the candidate has been made aware that his/her name will be announced, and the remaining candidates have been advised of the results.



Note ... Confidentiality extends beyond the completion of the competition. Any information pertaining to candidates (e.g., responses, ranking, references) is confidential and must not be discussed with non-board members, even after the competition is completed.

Board preparation

The board chair is responsible for orienting board members on the staffing process including their role, responsibilities and the application of pertinent principles, practices and legislation (e.g., merit, human rights).

The supervisor of the position being staffed should thoroughly brief board members on the position. If possible, all board members should be involved in determining the screening criteria and assessment techniques. The potential contribution of board members is greatly reduced if they are brought in at the last moment without adequate preparation.

AUTHORITY

[Collective Agreement](#)

[Public Service Act](#)

FORMS

- [Conflict of Interest form](#)

LINKS

General Administration Manual – volume 3 – policy 3.39:

http://www.psc.gov.yk.ca/policy/gam_vol3.html

Management Board Directive 13/84 – Travel Directive:

http://internal.gov.yk.ca/depts/fin/pubs/MBD13_June2010.pdf

15. Screening

OVERVIEW

Screening applicants involves reviewing applicants' resumes and cover letters against the essential qualifications to determine which applicants meet those qualifications and warrant further assessment.

Ideally, 3 to 5 candidates are assessed for each vacant position. This is operationally feasible and still provides a reasonable field of candidates for in-depth assessment.

According to the [Collective Agreement](#), bargaining unit members who apply on a competition for a regular bargaining unit position have the right to appeal a screening decision (i.e., whether the employer has properly assessed the appellant's qualifications). The union files the appeal on behalf of bargaining unit members.

DETAILS

Screening is a paper exercise. The information assessed is in the applicant's resume and cover letter. Screening is carried out against the essential qualifications identified on the job posting (e.g., education, training and demonstrated abilities or equivalency).

It is the responsibility of applicants to provide in their resume and/or cover letter all of the information which the board may need to carry out the screening. The job posting and job description are available on the YG employment website.



Note ... Information contained in the cover letter must be supported in the resume to be considered.

PROCESS

Conflict of Interest

A *Conflict of Interest form* must be signed prior to screening. Board members must sign the form once they've reviewed the names of all applicants to verify that no conflict of interest exists.

Screening Board Report

The board chair must use a *Screening Board Report* and take accurate notes so that decisions are clear.

For the process to be fair and consistent, all resumes and cover letters must be assessed in the same manner. If the board considers experience of a certain nature relevant for one applicant, then it must do so for all applicants. Screening is a consensus process and board members must agree with the outcome.



Note ... The board chair's screening board report should reflect the consensus of the board in regards to the screening results. This should be the only report on the competition file.

Essential qualifications

Essential qualifications identify the education and/or training combined with experience (work, voluntary) required to perform the duties of the position.

Before the screening process begins, board members must review and agree on what the essential qualifications and/or equivalencies mean so that all members apply these meanings consistently. These definitions must be noted on the file.

Equivalency

Board members must also consider an equivalent combination of qualifications which are acceptable in place of the education/training, experience and demonstrated abilities identified. As the two established standards are equal, applicants who meet the essential qualifications **or** the identified equivalency will be considered equally.



Tip ... Calculate the work/volunteer experience as follows: when information is listed with month and year, you would include both the first and last month (e.g., September 2009 to March 2010 would count as 7 months); whereas if only listed by year, you would only count 1 day per year or full years. For example, 2008 would count as 1 day; 2008-2009 would count as 2 days; 2008-2011 would count as 2 years (2009 and 2010).

Further screening

Asset/Preference

Applicants who meet the essential qualifications and an identified ‘asset’ or ‘preference’ would be considered before other applicants. If a successful candidate is not identified from this first pool of applicants, the other applicants who met the essential qualifications will be considered.



Did you know? ... All candidates may be assessed at the onset if an eligibility list is being created. However applicants who meet the preference component and the screening criteria would still get first consideration.

Refining screening criteria

If the initial screening results in too many screened-in candidates, the board may refine or ‘raise the bar’ and screen candidates further. The refined criteria must reflect the minimal requirements needed to do the job.



Note ... It’s okay to further refine the screening criteria as long as you ensure it is applied equally and consistently to all applicants resulting in a fair and transparent screening process. Benchmarks must not be adjusted to include/exclude particular applicants. It must be an informed decision based on the pool and caliber of candidates.

The refining process is done by board agreement on the *quantity* and/or *quality* of a particular essential qualification in order to screen down to a manageable number of candidates.

For example, if ‘*considerable experience providing policy analysis*’ resulted in too many screened-in candidates, the board could decide to further define what ‘*considerable*’ means to them to identify a reasonable number of candidates. In all cases, the definition of the essential qualifications used for screening must be on the file. No candidate may be screened out as being ‘over qualified’.



Tip ... It’s always difficult to explain to applicants how the essential qualifications have been further refined thus screening their application out. Here’s some wording that might be useful: ‘*We have screened applications and have determined that other candidates possess qualifications which more closely meet the requirements of the position.*’

Assessment

If it happens that there are still a large number of candidates after the screening, the board may consider testing one or more qualifications (e.g., knowledge of a particular computer application) to narrow the field of candidates to be interviewed.

Assessment at this stage may be part of the screening process where the result would be a pass or fail.

If the assessment is to be considered as part of an overall assessment and a candidate is scored and fails, then an appeal at this stage would have to wait until a successful candidate is chosen or until there is a decision that there is no qualified candidate.



Did you know? ... Any testing has to be done with individual candidates. Group testing for a specific competition would breach the confidentiality of job candidates.

References

Another way to screen down the number of candidates to be interviewed is to do reference checks on the first group of screened-in candidates. This is a common practice on external competitions where the cost of bringing in candidates is a concern.



Note ... No rating or ranking takes place if the assessment and/or references are done as part of the screening process.

Additional information

Appeal rights

The board chair will advise employees with appeal rights of their rights and the time frames for appeals once the screening process is completed. Departments may continue with the staffing process; however, no appointment may be made until the appeal period arising from a competition expires and any appeals are resolved.

Late applications

The board cannot consider a late application unless candidates whose applications arrived on time are eliminated without a candidate being certified.

Personal knowledge

In some cases a screening board member knows an applicant personally or professionally. Personal knowledge of an applicant is not considered in the screening process because all applicants must be evaluated on the same basis. You may only assess what a candidate tells you in their resume and cover letter.

If applicants omit necessary experience from their resume/cover letter and a board member believes they do have this experience, these applicants are still screened out. The board cannot screen that resume and at the same time provide consistent treatment to other applicants.

Resume and cover letter

If a resume and/or cover letter is filled with grammatical and spelling errors, and grammar and spelling are important components of the job, board members can take this into consideration during the screening process.

AUTHORITY

[Collective Agreement](#)

[Public Service Act](#)

FORMS

- [Conflict of Interest form](#)
- [Screening Board Report](#)

LINKS

Staffing Process Public Information Sessions:

<http://www.employment.gov.yk.ca/staffinginfosessions.html>

Tips for Applying on a job with the Government of Yukon:

<http://www.employment.gov.yk.ca/tipsapplyingforygjob.html>

16. Assessment

OVERVIEW

Screening/Assessment boards have access to a number of assessment tools. They range from the traditional interview to role plays, simulations, written tests, work samples, references and presentations, as well as other options. Each has its own merits and place in the assessment process.

As part of the development of the essential qualifications, consideration should be given to what assessment tools should be utilized. There is little point in having a qualification which cannot be readily assessed or which does not allow for differentiation among candidates.

DETAILS

Accommodation

Departments should be cognizant of potential barriers to employment of designated group individuals. Reasonable accommodations will be provided through all stages of the staffing process. The only exception would be for bona fide occupational requirements (e.g., lifting, driving).

Assessment

The best predictor of future behaviour is past behaviour in similar circumstances. This principle can serve as a guide when appropriate assessment tools are selected. For example, what you see if you observe people at work is a better predictor of on-the-job behaviour than what the same people might say about how they work. It is not always possible to create an actual job scenario, but other techniques can be used as a proxy for on-the-job observation.

The wider the range of assessment tools used, the more valid the overall information. Rather than restricting themselves to only interview questions, for example, board members can also use a written test or a role play. Information gathered in these different ways will strengthen the assessment process.

The selection of the appropriate assessment method is based on the nature of the position, identified qualifications, desired attributes and departmental resources.

Questions

The most common assessment method within the Yukon government is the interview process. The following outline some of the different types of questions.

- *Behavioural questions* – ask for specific examples of work or volunteer experiences. These types of questions may be verified through references. Here are some examples:
 - *Describe a time when you had to deal with an irate client.*
 - *Give me an example of when you showed initiative and took the lead.*
 - *Tell me about a time when you tried to accomplish something and failed.*
 - *How did you go about supervising employees at your last job?*
- *Closed questions* – require a factual answer (e.g., What are the 5 steps to putting out a fire?)
- *Open-ended questions* – are broader in scope and require candidates to work through the answer (e.g., What tools do you use to keep yourself organized?)
- *Situational questions* – provide a scenario and ask candidates how they would proceed given certain circumstances (e.g., How would you handle a client who demands to speak to the Deputy Minister about not being approved for a license?)



Did you know? ... The interview process is an opportunity to focus on personal suitability as the resume generally demonstrates a candidate's skills and abilities. *Remember* - if candidates do not possess the desired level of knowledge or experience, training can be provided. Attitude and behaviour are not so easily changed.

On-the-job/Job preview scenarios

This method allows departments to observe candidates working in the position. The advantages are two-fold: departments get a sampling of the candidates' actual work performance, and candidates get a realistic preview of the job.

Role play

Role play is an effective way of gathering together concepts into a practical experience. For example, the candidate may be asked to answer a phone call from an irate customer. Departments can observe the candidate's behaviour to determine how they might respond in similar circumstances.

Testing

Departments can elect to use a multitude of tests such as practical, written and/or computerized exercises. The tests should be tailored to the specific requirements of the position.

Written exercises are normally developed by departments and should focus on required knowledge, skills and abilities (e.g., written communication skills, technical report writing).

The Staff Development branch offers on line testing services, at a cost, to determine level of competency in a variety of categories (e.g., computer applications, language proficiency, filing, accounting skills, etc.).

Practical exercises and skills tests are used to assess hands-on abilities, for example, changing a tire, keyboarding or creating a spreadsheet.

PROCESS

Accommodation

Prior to assessment, departments should explain the assessment process and must ask if candidates require an accommodation to participate. If a candidate identifies a need for an accommodation, departments will make necessary arrangements to accommodate (e.g., special equipment, specific computer programs, large print). The only exception is when the testing is related to a bona fide occupational requirement.

Assessment

Board members develop questions which assess the knowledge, skills and abilities required to perform the duties of the position, as well as the personal suitability of candidates. Interview questions should:

- be relevant to the position – link to identified job criteria
- be clear and concise – avoid complexity and lengthy questions
- focus on must-haves – there are options for non-essentials (e.g., training)
- promote thinking vs. recall – work through response, not reiteration from memory
- not refer to internal processes (except on restricted competitions)



Note ... It is essential to maintain proper documentation during the staffing process (e.g., suggested responses, narrative for assigned rating, post boards).

Board members must indicate the answers and behaviours that they expect from candidates. Without giving thought to what constitutes a good answer, board members cannot properly and fairly assess candidates. All board

members should also share a common understanding of what is expected so that they are consistent in how they mark candidates.



Tips for establishing rapport during the interview

- Hold interview in comfortable environment
- Limit distractions – no clicking pens, loud clocks
 - Allow adequate time – don't rush candidate
 - Prepare in advance – review candidate's resume
 - Welcome candidate – introduce board members
 - Set the agenda upfront – explain process
 - Be prepared for the next step – rating, timelines for decision

The Yukon government's interview process is fairly structured and generally proceeds through the following phases.

The board chair welcomes the candidates and introduces the assessment board. Board members can provide an explanation of the job being staffed, organizational context and business environment.

The board chair also explains candidates' rights within the structured interview setting and provides tips as to what the candidates can expect. An outline of the process is provided to foster understanding and ease candidates' anxiety.



Note ... Departments may provide candidates with a copy of the questions prior to the interview. This provides an opportunity for candidates to review the questions, make notes and think of applicable examples. Make sure all candidates are provided with equal review time.

The following points should be covered with all candidates:

- candidates are encouraged to jot down notes (pen and paper are provided)
- each candidate is asked a set of predetermined questions

- responsibility for asking questions is generally rotated amongst board members
- responses should be clear, relevant and concise while ensuring sufficient breadth and depth of information
- board members will take thorough notes to ensure decision making is not based on memory – only the information which is captured will be considered (e.g., candidate speaking too fast)
- there is limited eye contact
- board members will repeat, rephrase or return to any question upon request
- candidates will be provided an opportunity to ask questions at the end of the interview
- board members may redirect or prompt candidates, as needed



Tips for prompting ...

- don't add any additional information (e.g., repeat/rephrase the question)
 - probe to question a candidate's response (e.g., terminology used, unclear)
 - board chair will record prompts to ensure it is consistently applied to all candidates

Board members should record exact statements, where possible, to ensure they do not end up comparing interpretations of what the candidate said (e.g., paraphrasing).

The board chair will close the interview by covering the following:

- ask if candidates wish to return to any question
- ask for candidates' availability/start date if offered position
- confirm job requirements (e.g., shift work, travel)
- verify conditions of employment (e.g., licenses)
- obtain at least 2 work references, preferably immediate supervisors
- provide time lines as to when the board anticipates a decision
- provide opportunity for candidates to ask questions



Note ... Flag issues for follow up with reference checks throughout the course of the interview and during rating to aid in tailoring reference questions.

All of this preparation of questions, responses and marking comes together in an overall rating process with the interview portion reflected on an *Interview Guide form*. This document summarizes the areas being assessed, the manner in which they are being assessed, the expected responses and the scores allocated.



Did you know? ... Current employees are entitled to leave without loss of pay to attend Yukon government interviews (see [AGS 17](#)). If applicable, YG employees may also be entitled to travel expenses according to the [Interview and Relocation Expense Directive](#).

AUTHORITY

[Application Guidelines Series – AGS 17](#)

[Collective Agreement](#)

[Interview and Relocation Expense Directive](#)

[Public Service Act](#)

FORMS

- [Interview Guide form](#)

LINKS

Accommodating Employees with Disabilities:

http://www.psc.gov.yk.ca/pdf/gam_3_59.pdf

Staffing Process Public Information Sessions:

<http://www.employment.gov.yk.ca/staffinginfosessions.html>

Tips on Applying for a job with the Government of Yukon:

<http://www.employment.gov.yk.ca/tipsapplyingforygjob.html>

17. Rating

OVERVIEW

According to the [Public Service Act](#), appointments to the public service must be based on the merit principle. 'Merit' means that successful job candidates must have the knowledge, abilities and personal suitability required to perform the duties of the position.

The [Collective Agreement](#) also refers to the ranking of candidates and the appointment of the 'most meritorious certified candidate'. The fair and transparent rating of candidate responses is key to the success of the staffing process and subsequent appointment.

DETAILS

Candidate responses are assessed using the *Candidate Assessment Rating Guide* which is an anchor based rating system (e.g., set marks – 0, 20, 30, 40, 50, etc.).

The assessment board is responsible for choosing appropriate assessment mechanisms and establishing expected answers based on the requirements of the position. When the board has gathered all of the assessment information for a candidate, candidate responses are rated and marks allocated.

The goal is to achieve a consistent and fair process for all candidates. Steps to retain the same board make-up, carry out assessments of all candidates within a relatively short timeframe (e.g., no huge time lapses between candidate interviews), and repeatedly referring to the *Interview Guide* and answers as a benchmark, will help to achieve consistency and fairness.

PROCESS

Documentation

Board members must take good notes during the interviews and when they review the results of other assessment tools. This is important to the rating and ranking process. Board members should not rely on memory for rating.

While it is not necessary to take verbatim notes, board members should be sure to capture the essential points using the candidate's actual words and not paraphrasing. Good documentation makes for a smooth post-assessment process such as a post-board meeting or appeal. Board members should also be aware that their notes can be accessed in response to an [*ATIPP*](#) request.

Factors to consider

Board members should consider how candidates answer the questions. For example, coherent organization of thoughts or facts is important to a position. Candidates who give an answer which outlines the boundaries of the situation and then present the answer in a logical, rational order should normally receive a higher mark than would candidates who cover all of the expected content but do so in a disorganized, scattered manner.

Board members must also be prepared to accept other suitable responses which they may not have considered and which are relevant to the exercise or question.

Board members should be conscious of the fact that although extraneous details can enter into consideration, this kind of information has no place in the process unless it's relevant to the position. When an extraneous factor is of concern, address it with the candidate. For example, a candidate attends an interview with a visible piercing (e.g., lip, eyebrow). The candidate is applying for a Corrections Officer position. In this capacity, a visible piercing could be a safety concern. The board may wish to discuss this with the candidate as it directly relates to the requirements of the position.



Tip ... Be clear in the language you use when conveying information to candidates. Ambiguity can lead to confusion and misunderstandings.

Rating

Rating is done on a consensus basis. When a rating is agreed upon, all board members must ensure their individual interview guides reflect the agreed upon score for each question.

A brief narrative supporting the assigned rating must be included on the Interview Guide.

It is best for board members to assign ratings as soon as possible after the assessment process when answers are fresh and recall is good. Marking can take place after each interview, at the end of the day or after the last interview.

The recommended approach is to mark and rank all candidates at the same time shortly after interviews are complete.

When a candidate has failed a question and cannot be certified, the board must be sure to complete the marking in order to accommodate any post board meetings, questions, or formal inquiries such as appeals or audits.



Rating errors to avoid ...

1. *Central Tendency* – rating all candidates in the middle of the range, often finding it difficult to justify very high or very low ratings
2. *Halo Effect* – consistently overrating a candidate who makes a good first impression or who has an outstanding response on one question
3. *Recency Effect* – rating all candidates based on the latest candidate interviews – recent events have more influence than events which occurred a while ago
4. *Similar-to-me Effect* – rating a candidate who is similar to the rater higher than other candidates

5. *Stereotyping* – rating in a generalized fashion (e.g., groups, ethnicities) instead of acknowledging individual differences

The assessment board evaluates candidate responses against the expected answers already established in the *Interview Guide*.

A comparison with other candidate responses can be used to test the validity and consistency of your marking (i.e., did similar responses receive similar marks). The actual rating will always be against the benchmark of your expected answers.

Assessment of specific knowledge, skills, abilities and personal suitability will be scored according to the *Candidate Assessment Rating Guide*. Each response is assessed for correctness, completeness and thoroughness which includes the knowledge, depth, breadth, comprehensiveness, organization and presentation of information.

The result of the rating process is the ranking of the qualified candidates in order of most meritorious (i.e., highest ranking candidate is first and so on).

In the event of a tie, the [Collective Agreement](#) stipulates that ‘length of satisfactory service’ will be considered in determining the successful candidate. Initially, the determination weight would look at ‘satisfactory’ service through existing performance evaluations. The PSC would provide this information to the departments.

Where a tie still exists after the review of personnel records, the length of service (seniority) would be weighted. **This is the only area where seniority is a consideration in the competition process.**

If the board is using an eligibility list, then this is the order in which assessed candidates will appear on the list. Subject to reference checks, all certified candidates will be placed on the eligibility list. See [E-Recruitment manual](#), page 61.

The overall ranking results must be recorded on the *Rating Summary Sheet* and includes non-certified candidates.



Remember ... The top-ranked candidate should be informed that the board will now proceed with reference checks. There should be no mention of an offer of employment at this stage.

Notification

A conditional verbal offer of employment (i.e., pending appeals) is extended to the successful candidate upon satisfactory reference checks.

Appeal rights are typically extended to unsuccessful bargaining unit candidates at the time an offer is made. The board chair will represent the board in disclosure meetings and appeal hearings should an appeal be lodged against the decision of the board. This will delay appointment of your successful candidate.



Note ... Please be sure to advise the successful candidate that his/her name can be shared with the unsuccessful candidates.

Underfill

If the competition is unsuccessful, an underfill appointment may be considered.

Underfill refers to the hiring of a candidate, at a lower rate of pay, who does not have all the required qualifications for the position.

A training plan will be developed outlining the specific ways and means by which the appointee will acquire the necessary skills and knowledge. The candidate must meet the required qualifications within a period of up to 36 months. See [Underfill Appointments Guidelines](#).

AUTHORITY

[Access to Information and Protection of Privacy Act](#)
[Collective Agreement](#)

[General Administration Manual – volume 3](#)
[Public Service Act](#)

FORMS

- [Candidate Assessment Rating Guide](#)
- [Interview Guide](#)
- [Rating Summary Sheet](#)

LINKS

Staffing Process Public Information Sessions:

<http://www.employment.gov.yk.ca/staffinginfosessions.html>

How To Apply:

http://www.employment.gov.yk.ca/pdf/Yukon_government_e-recruitment_candidate_guide.pdf

E-Recruitment Manual:

https://yukonnect.gov.yk.ca/departments/PSC/CHRS/E-Recruitment_Manual.pdf

18. Reference check

OVERVIEW

An essential part of any selection process is the reference check. This is when the employer verifies information provided by the candidates or asks references for additional information identified during the selection process. A reference check involves gathering job related information from people who are familiar with a candidate's previous paid and/or volunteer work experience.

DETAILS

Screening Tool

When used as part of the screening process, the reference check is designed to verify and/or elaborate on the essential qualifications required for the position. If a board wants to use a reference check in the screening process, it must be consistent and check references for all candidates being considered after the initial 'paper' screening.

These reference checks are most often used for outside competitions where the cost of the interview process warrants the extra care and time involved at this stage.



Did you know? ... Reference checks are *never* assigned scores. It is solely a pass or fail.

Assessment Tool

Validation of specific information

Candidates may be asked for references which can confirm information provided in response to a behavioural descriptive question. If after contacting the reference the information provided by a candidate is questionable, the board must meet to discuss the information and determine if the score assigned to a particular question should be lowered and the candidate's overall score adjusted.

Verify or validate ranking

A reference check is generally used to confirm a ranking by verifying that the information provided by the candidate and the reference is congruent. If there appear to be discrepancies or contradictions, the board will have to determine whether this is sufficient to warrant adjusting the rating of the particular question(s) downward or 'de-certifying' the candidate.

'De-certifying' a candidate means the candidate would no longer be considered for the position based on the information provided by the reference. Be sure to give due consideration to all factors contributing to the decision (e.g., essential to the job, human rights).

Reference checks are normally done on the top ranked candidate only. Reference checks may also be done when they are required for an eligibility list. However, references for candidates on an eligibility list are usually only done when you are considering a candidate from a list for a vacant position.



Note ... Departments must conduct reference checks! Do not rely on written references and documents provided by the candidate.

Sources

References usually come from at least 2 sources familiar with a candidate's previous work history, paid and voluntary. One of these sources is most often a supervisor. Where a candidate is being assessed for a supervisory position, it may be appropriate to speak to someone whom they have supervised. In other cases (e.g. a

team environment or service role) it is also appropriate to interview colleagues and clients.

If the information from 2 sources is very different, then a third or fourth reference should be carried out to obtain a common understanding of the candidate.



Tip ... Consider the following when selecting references: how recent is the work experience, length of time the candidate worked with/for the reference, and the nature of the relationship (e.g., direct report, subordinate or peer).

Since it is often not practical to cover a person's entire career, ideally referees should be those whose knowledge of the candidate is most recent and most pertinent to the job being staffed and who have had the opportunity to observe the candidate over a reasonable period of time.

Information requested in references must cover only job-related information and avoid issues prohibited by human rights legislation (e.g. marital status, age, religious affiliation).

This information can be used only for employment purposes. *Under [ATIPP](#) candidates can request access to all information about them obtained during the course of a reference check, including the information source. References are informed when they are first contacted that candidates have access to reference information.*

PROCESS

Reference checks are conducted only with people whose names have been provided by candidates to the board chair. If the referees provided by the candidate are not considered suitable by the board (e.g., not current, not related to the nature of the position, not supervisors), the board may ask the candidate to provide other names.

The board may also suggest a specific reference (e.g., previous or current supervisor or someone who can speak to a candidate's specific experiences or abilities). If the candidate refuses the board's request, the board will not pursue that reference and may choose to tell the candidate that it cannot complete the assessment and that the candidate is therefore eliminated from further consideration.

Reference checks may be done in person, by phone or e-mail. Get references from all of the candidates interviewed (or at least get a commitment from them to provide references, if necessary). Some candidates prefer not to give references until they know if they are the first ranked candidate. In this case, make sure you have the candidate's consent prior to initiating contact with the reference.

If, based on the candidate's resume, the references provided are not the people most appropriate to give a reference, tell the candidate and ask for other names. If candidates do not give permission for other references to be called, tell them of the possible consequences (e.g., eliminated from further consideration).



Did you know? ... Generally, an individual with staffing delegation conducts reference checks. However, there may be occasions where the information being sought is very technical and job-specific and the manager of the position or someone with technical expertise, in conjunction with the board chair, would carry out reference checks.

Reference checking can be a time consuming and frustrating process but reference checkers should make every reasonable effort to contact the most suitable and appropriate referees.

Preparing reference checks

The board should prepare for the reference check process in the same manner as for the interview. A review of the essential qualifications and the job description can aid in identifying areas from the assessment process which may have raised doubts (e.g., inconsistency, contradictory), or information departments were not able to validate well

in the interview process. Because this information may be used to verify information provided by candidates, reference questions can be tailored to the individual candidate.



Note ... When using reference checks for screening purposes, the focus of questions is slightly different because you are verifying *essential* qualifications not qualifications you have had opportunity to assess.

There are job related questions you can also ask which may not be directly related to the essential qualifications but which are important (e.g. punctuality, attendance).



Did you know? ... Poorly done references can be a potential source of liability for the employer (e.g., negligent hire).

Conducting reference checks

When referees are contacted, departments must inform them of the candidate's right under [ATIPP](#) to see reference information.

Example:

'Candidates could access this information through the Access to Information and Protection of Privacy Act (ATIPP). Do you wish to continue?'

Reference checkers should provide an overview of the job, its responsibilities, its context and what they are seeking in a candidate. The nature of the referee's relationship to the candidate (e.g. their position, capacity in which they know/ knew the candidate) should also be confirmed.

Reference checkers should ask for job related examples. If asking about conflict resolution skills, for example, a qualitative answer should not be accepted (e.g., good, excellent, etc.). Instead, specific examples should be sought where the candidate demonstrated these particular skills. This makes references more valid and reference checkers can compare this information with what the candidate provided.

As with interviews, reference checkers should only ask about job-related information. Questions which may violate a candidate's human rights (e.g., marital status, age, etc.) cannot be asked.



Tips for conducting references

- Avoid asking close-ended questions (e.g., yes/no response)
- Avoid asking leading questions, either positive or negative
 - Avoid asking questions that are too general
 - Avoid hearsay – be careful of what is not first hand information

If a reference provides a negative observation, reference checkers should ask for a positive experience in the same area to ensure a balanced view of the candidate is obtained.



Note ... It is important to ask previous employers if they would rehire the candidate, as well as a rationale for their decision.

If there are red flags or information isn't clear, reference checkers should probe until there is a good understanding of the situation. The reference may also be contacted a second time to elicit clarification, if required.

Examples:

Reference: *'Employee was late for a very important meeting.'*

HR: *'How often does this happen? Did you discuss with the employee? What were the circumstances? What was the outcome?'*

Reference: *'Employee wouldn't work well in a high pressure environment.'*

HR: *'What do you mean by 'high pressure'? What makes you say that?'*



Did you know? ... A pause in the conversation can mean the reference has other information or is hesitant to share the information. Probe, explore and listen actively!

Reference checkers should take detailed notes for each question asked. References must be a reflection of the referee's comments and not paraphrased. Information that is prefaced as being 'off the record' must immediately be refused. Any information provided and then qualified after the fact as 'off the record' may not be considered.

The board may also use Personal Performance Plan (PPP) for current or former Yukon government employees. While it is not necessary to ask for permission from candidates to check the PPP, it is good practice to inform them.

The board chair can ask the PSC to access the employee's personnel file and confirm the performance rating of the candidate or can ask the candidate to provide them with a copy.

Assessing reference checks

Once the results are documented, all board members review the findings and determine an outcome (e.g., de-certify, proceed to offer).

When assessing the results of the reference information, the board should look for patterns of behaviour and weigh all of the information, including its relevancy to the position being staffed. The board shouldn't focus on isolated incidents which might have been influenced by situational factors.

Some referees may be forthright while others seem suspect (e.g., reluctant to share information, limited concrete examples). The board should carefully consider the source, veracity and quality of the information provided. If feedback from reference checks raises significant concerns, more questions should be asked until the board is satisfied one way or the other with the information obtained.

Following careful consideration of the information, the board would make a decision on the suitability of the candidate for appointment.

All reference information must be recorded and include the reference name and contact details; competition number; candidate name; date, name and signature of person conducting the reference.

AUTHORITY

[Access to Information and Protection of Privacy Act](#)

[Collective Agreement](#)

[General Administration Manual – volume 3](#)

[Public Service Act](#)

[Human Rights Act](#)

LINKS

Staffing manual – Section 15 – Screening/Assessment Boards:

<http://www.psc.gov.yk.ca/chrs/staffingmanual.html>

19. Appeal Process

OVERVIEW

Bargaining unit members who apply on a competition for a regular bargaining unit position have the right to appeal both a screening decision (whether the employer has properly assessed the appellant's qualifications) and an appointment decision (whether the employer has fairly assessed the relative merits of the appellant). The union files the appeal with the Public Service Commission (PSC) on behalf of the employee.



Did you know? ... If a bargaining unit employee has appeal rights at the time they apply on an appealable competition, they retain those rights of appeal even if they subsequently terminate employment before the competition is completed.

The arbitrator has jurisdiction to determine whether the essential qualifications used in the selection process were reasonable in relation to the nature of the position in the competition.



Principles of Natural Justice ...

- right to be heard
- right to adequate notice
 - right to disclosure
 - right to rebut opposing evidence and to correct prejudicial statements
 - right to an unbiased decision-maker
 - right to reasons for decisions
 - right to have the decision based on evidence

DETAILS

Appeal rights exist whether or not there is a successful candidate. In other words, even if no candidate is certified, unsuccessful candidates are not denied appeal rights.



Note ... Bargaining unit members can't waive their right to appeal. The appeal period must be served.

No appointments may be made until the appeal period for any appeals arising from a competition expires and any appeals are resolved.

The right to appeal does not change how the staffing process functions. It is an integral part of the competition process and provides a right of redress for unsuccessful bargaining unit employees. Its purpose is complementary to the staffing function and not at odds with it.



Did you know? ... Any candidate offered a permanent appointment, whether full-time or part-time, is considered a successful candidate and therefore does not get appeal rights (e.g., competition for multiple positions at the same group and level, full and part-time available).

Staffing actions carried out according to the principles and procedures contained in this manual will generally withstand the scrutiny of an appeal.

Because the appeal process requires you to divulge information, it reinforces the need to clearly document the staffing process. It is equally important that the information is legible for review purposes by third parties and it does not contain extraneous comments which could be perceived as showing a bias or opinion for or against a candidate.

When an appeal is registered, it is the responsibility of the PSC Staffing Consultant to deal directly with the union.

The [Collective Agreement](#) is clear in that CHRS is responsible for addressing any concerns the Yukon Employees' Union (YEU) and its members may have with a competition, whether raised informally or through appeal. Human resource practitioners should not discuss competitions or appeals directly with YEU representatives.

PROCESS

Appeal rights are extended through the RMS system and/or by phone, in person, registered mail.



Did you know? ... If an applicant on an appealable competition becomes a bargaining unit employee at any time while the competition is active, they will gain appeal rights even if they didn't have them at the outset.

Rights

Bargaining unit members may appeal an appointment to a regular indeterminate or term position (this does not include transfers). They may not appeal competitions for auxiliary or casual hires. The board chair will advise employees with appeal rights of their rights and the time frames for appeals.



Tip ... If an appeal is lodged, carefully review all aspects of the competition including qualifications, questions, expected answers and marking to prepare for your discussion with the PSC Staffing Consultant. Revisit issues or events that in some way may be perceived to have impacted or influenced the competition's outcome (e.g., computer problems during testing, perception of conflict of a board member). You may be able to identify potential issues which gave rise to the appeal.

Notification

The union must file, in writing, any appeal on behalf of an employee with the PSC:

- within five working days of when those who were not interviewed were advised that they were not successful;
- within five working days of the date candidates are informed that a successful candidate has been determined.

Human resource practitioners should offer a post board to eligible candidates, especially employees who may be considering an appeal. A post board meeting provides employees with more information to better assess the grounds of a possible appeal and whether or not an appeal is justified.

Documentation

Upon YEU notification of an appeal, the PSC Staffing Consultant will contact the departmental human resources practitioner to confirm the following:

- competition is appealable
- nature of the appeal (screening or interview)
- appellant has appeal rights
- appeal is within established timelines
- post-board meeting offered/provided
- any issues/concerns identified as relevant to the appeal

The PSC Staffing Consultant will also require 2 copies of:

Screening appeal

- employment opportunity posting
- job description
- signed conflict of interest form
- appellant's resume
- any assessment tools, instructions and results used as part of screening
- any file notes pertinent to the appeal
- screening board report (1 copy)

The PSC Staffing Consultant will remove the names of all applicants on the screening board report save for the appellant's name. This modified copy, along with above documentation, will be forwarded to the union.

Competition appeal

- employment opportunity posting
- job description
- signed conflict of interest form
- appellant's resume
- all interview guides for appellant and successful candidate
- any assessment tools, instructions and results used
- any file notes pertinent to the appeal
- rating summary form (1 copy)

The PSC Staffing Consultant will remove the names of all candidates save for the appellant and successful candidate. This modified copy, along with the above documentation, will be forwarded to the union.



Tip ... Do not modify any original competition documentation when making copies for the PSC Staffing Consultant (e.g., cross out, white out) as the original documentation may be reviewed at a later stage in the appeal process.

Disclosure

Every effort is made to resolve appeal issues through discussion with YEU thus avoiding the need for more formal processes such as a disclosure meeting and arbitration.

After the PSC has conducted a review, if the PSC believes the appeal has merit, it will concede the appeal and require the department to provide some remedy (e.g. screen in appellant, interview appellant).

If the PSC finds that the department's decision is appropriate, the PSC will provide general information to the union. This information will be shared with the appellant.



Note ... Information obtained through reference checks or the identity of the top ranked candidate is not suitable grounds for appeal.

At the time of filing, YEU is often not aware of the substance of the appeal, other than the employee feels aggrieved. It is only after the union has reviewed relevant competition documents that issues of concern to the appellant are identified.

If the union still wants to proceed, a time is set for a disclosure meeting between the PSC, the human resources practitioner of the hiring department, the union and the employee appealing. The PSC will provide competition file information on the appellant's performance for the union to review and question.

An appellant who is involved in a competition appeal will be given a reasonable amount of leave from the employer without loss of regular pay to attend a meeting with the union to prepare for the appeal hearing.

After the meeting, the union will decide if there are grounds to pursue the appeal. Bargaining unit members have the right to appeal whether the employer has properly assessed their qualifications and/or whether the employer has fairly assessed the member's relative merits, including the ranking on the eligibility list.

If there are no grounds for appeal, the union withdraws the appeal. The department may proceed to appoint the successful candidate once the appeal has been withdrawn.

If the union decides to proceed with the appeal, an arbitrator is selected and a date is set for the appeal hearing.

Hearing

In most cases, both screening and appointment appeals will be heard after a successful candidate has been identified. In some cases, however, it may be both prudent and practical to hear a screening appeal before interviewing the candidates. Departments should discuss this option with the PSC Staffing Consultant.

At an appeal hearing, the PSC represents the employer. Normally the manager or the departmental human resources practitioner (chair), or both of these people, are present to provide information to the arbitrator as requested. The union represents the appellant, who has the right to attend the hearing.

Arbitrators will render their written decision within five working days of the hearing. The arbitrator's decision is final and binding. If the appeal is denied, the department may proceed with the appointment. If the appeal is upheld, the PSC, in discussion with the department, will decide how to implement the decision of the arbitrator.

AUTHORITY

[Collective Agreement](#)

FORMS

- Competition Appeal Presentation form (YEU form)

LINKS

Yukon Employees' Union – Public Service Alliance of Canada:

<http://www.yeupsac.com>

20. Medical and Security Clearances

OVERVIEW

Medical and/or security clearances are identified as bona fide occupational requirements for designated positions. These clearances are necessary to ensure the safety and well-being of employees, clients and the general public.

DETAILS

The Deputy Minister or delegate is responsible for designating positions requiring a medical and/or security clearance.

A medical and/or security clearance is a condition of employment and will be indicated on the job description as well as the employment opportunity posting.

Human resource practitioners should reiterate through all phases of the recruitment process that a medical and/or security clearance is a condition of employment and must be met prior to an offer of employment being extended.



Note ... There are certain positions within the Yukon public service which require psychological testing as a bona fide occupational requirement. Please contact Corporate Human Resource Staffing (CHRS) for information about the criteria, and specific practices and procedures related to psychological testing.

PROCESS

Medical clearance

Requirements

Some positions require a full medical clearance to perform the duties of the position; whereas others only require tuberculosis (TB) screening.

For full medical clearances, departments will provide candidates with the *Occupational Health Assessment Report form and information package*. Candidates are responsible for arranging for the medical assessment with their own personal physician.

The physician completes the form and gives Section C (white tear-off section) to the candidate. The candidate is responsible for returning Section C to the requesting department's human resource practitioner to meet conditions of employment.

For TB screening, departments will provide candidates with the *Employment TB Screening form*. Candidates are responsible for making arrangements for TB screening. TB screening can be done through the Whitehorse Health Centre or community nursing stations.

Once the screening is completed, the form is given to the candidate who will return it to the requesting department's human resource practitioner to meet conditions of employment.

Results

Once departments receive the completed forms indicating that the candidate meets medical requirements, the offer of employment is extended.

If the candidate fails to meet medical requirements, no offer of employment is extended since conditions of employment have not been met.

Security clearance

Requirements

Departments provide a *Consent for Disclosure of Criminal Record Information form* to the successful candidate, as well as the *Candidate Information and Directions for Completing a Security Check* sheet.

The candidate is responsible for contacting the Royal Canadian Mounted Police (RCMP) and presenting the consent form to initiate the criminal record check.



Note ... As the RCMP cannot query other countries for criminal record information, Canadian residents who have worked outside of Canada are required to obtain verification by contacting the embassy in the country where they worked and have a local check conducted.

Departments record the candidate's name, the title of the position and the date the candidate was provided with the required documents.

A security clearance may also include disclosure of pardoned sexual offences as set out in section 1.4.3 of the [security clearance policy](#). This will require that the candidate be provided with an additional *Consent for a Criminal Record Check for a Sexual Offence for Which a Pardon Has Been Granted or Issued form*. The candidate is responsible for presenting this form to the RCMP to initiate a security check for sexual offences.



Did you know? ... You can expand a security clearance to include statutory offences based on the requirements of the position. For example, a condition of employment for conservation officers could state '*security clearance, including offences under the Wildlife Act*'.

Results

A security clearance and, if required, a request for disclosure of a pardoned sexual offence will be completed and returned by the RCMP to the candidate. It is the responsibility of the candidate to return the completed original criminal records check to the appropriate individual (departmental contact or Director, Staff Relations depending on the results) as soon as possible after receiving the completed form from the RCMP.



Note ...The RCMP will use a blue stamp and note results of the check with a red marker/pen on the form to indicate a completed criminal records check.

If the clearance reveals no criminal record, the candidate brings the completed form to the department and the department makes an offer of employment. Departments forward the original RCMP confirmation to the Employee Compensation branch to be placed on the personnel file of the new employee.

When the security clearance indicates that a criminal record or a pardoned sexual offence may or may not exist, the RCMP will determine through other sources what records exist.

If other sources confirm that there is no criminal record or pardoned sexual offence, the RCMP provides the candidate with a letter or other document which confirms that no criminal record was located. The candidate takes this letter to the department.

Example:

'This confirms that a criminal records check was performed at the request of (name of candidate) on (date) and no criminal record was located.'

If other sources confirm that there is a criminal record and what it is, the RCMP will prepare a letter setting out the criminal record. The candidate is responsible for forwarding this letter and consent form to the Director, Staff Relations.

If a criminal record is identified and the RCMP can't determine what the criminal record is, the candidate is informed that fingerprinting is required.

Fingerprinting

The cost for the fingerprinting process will be borne by the candidate, on initial hire only. The hiring department pays fingerprinting costs for current Yukon government (YG) employees.

The candidate will have to go to the RCMP for fingerprinting. When fingerprinting is completed, the candidate forwards the prints to the RCMP, Ottawa for processing. Candidates should be sure to include a self-addressed return envelope as well as payment (e.g., certified cheque, money order).

At this stage there will be an administrative delay because the fingerprint processing is done in Ottawa on a first come, first serve basis. The RCMP, Ottawa, will return the results of the fingerprint check directly to the candidate.

The candidate is responsible for forwarding the results to the Director, Staff Relations in the Public Service Commission (PSC). Candidates should indicate their full name, the name of the requesting department, and the title of the position they are being considered for.



Note ... The fingerprints are the property of the person being fingerprinted. The RCMP do not keep a copy for their files.

If the results of the fingerprint check confirm the existence of a criminal record or a pardoned sexual offence, the Director, Staff Relations will share the results with the Deputy Head of the hiring department. The information shared refers solely to the position title. The identity of the individual is not disclosed.

The Director, Staff Relations will discuss with the Deputy Head the appropriateness of making an offer of employment based on the following criteria:

- nature of the offence
- relevance to the position (e.g., bona fide occupational requirement)
- length of time elapsed since the offence
- employment history of candidate since the offence, if applicable
- other factors deemed relevant

The Deputy Head makes the final staffing decision. There is no authority to delegate this responsibility.



Did you know? ... Under the [*Human Rights Act*](#), we cannot discriminate against a person based on their criminal record. However, it is not discrimination if treatment is based on a criminal record or criminal charges relevant to the employment (e.g., bona fide occupational requirement, working with vulnerable persons).

If the candidate does not consent to the release of this information to the employer, the Director, Staff Relations will discuss the matter with the Deputy Head of the hiring department to determine if the candidate's refusal to provide the results of fingerprinting precludes an offer of employment.

Decision

If a decision is made to hire the successful candidate, written confirmation from the Director, Staff Relations, indicating that the employee underwent a security clearance check and may be confirmed for appointment will be placed on the candidate's personnel file in the PSC. A copy of this letter will be sent to the Director, Human Resources in the hiring department.

If consideration is being given to not hire the successful candidate, the candidate must be so informed and given the opportunity to speak to the Deputy Head with respect to this information.

If a decision is made not to hire the candidate, the candidate must be so informed, in writing, by the Deputy Head. A copy of this letter will be sent to the Director, Staff Relations where it will be maintained along with the candidate's criminal record for 24 months.

A criminal record received pursuant to this process will be placed in an envelope marked "to be opened by the Director, Staff Relations only" and kept on file in the Staff Relations branch for 24 months following which it will be sent to the records centre in accordance with the government's policy on records management.



Note ...Information obtained by a criminal records check may only be used for the purpose of determining the candidate's suitability for employment in the position applied for. Subsequent use of this information requires the consent of the individual to which it pertains.

Immigrants

If an immigrant has been in Canada less than 5 years, the RCMP security clearance will come back as 'may or may not' have a record. A letter typically accompanies the report explaining that the RCMP can only verify that the individual does not have a record since their entry to Canada. A security check must be obtained from the country of origin as the RCMP does not conduct international checks.

AUTHORITY

[General Administration Manual – volume 3](#)

[Human Rights Act](#)

FORMS

- Candidate Information and Directions for Completing a Security Check

- [Consent for a Criminal Record Check for a Sexual Offence for Which a Pardon Has Been Granted or Issued](#)
- [Consent for Disclosure of Criminal Record Information](#)
- Employment TB Screening form
- Occupational Health Assessment Report

LINKS

Citizenship and Immigration Canada:

<http://www.cic.gc.ca/english/index.asp>

Royal Canadian Mounted Police:

<http://www.rcmp-grc.gc.ca/index-eng.htm>

TB Screening and Testing, Immunizations, Health and Social Services:

http://www.hss.gov.yk.ca/immunization_info.php

Whitehorse Health Centre, Health and Social Services:

http://www.hss.gov.yk.ca/healthcentre_whse.php

21. Offer of Employment

OVERVIEW

An offer of employment – verbal or written – is a legal contract which cannot be changed except under specific circumstances. This legal obligation underscores the importance of ‘getting it right’. The offer of employment and its acceptance by the candidate are the end of the selection process.

The offer of employment covers the:

- terms and conditions of employment
- start date
- salary offered

These details vary depending on the status of the employee being hired and the position being filled.



Did you know? ... A ‘conditional’ offer pending reference checks should never be extended.

The process isn’t finished and an offer extended until all outstanding appeals have been resolved, all conditions of employment have been met (if they are a prerequisite to beginning employment) and any additional concerns that would cause the employer to not extend an offer are addressed.



Note ... Human resource practitioners should contact the Public Service Commission (PSC) if there are issues they can’t resolve (e.g., nepotism). For example, an employee will be reporting to his/her brother-in-law. This is a

clear conflict of interest and must be addressed prior to extending an offer of employment.

DETAILS

Credentials

As an essential component of many jobs, the employer requires candidates to have specific education and professional credentials. These credentials form part of the 'essentials' as listed on the job posting and are taken into account at the screening phase. Unless we ask, we will not normally see the paper verification that candidates possess the credentials shown on their resume.

General offer letter content

Position data

The offer of employment includes the following:

- title of the position
- position number and classification level
- department name
- requisition number

Confirmation

The initial paragraph refers to the confirmation and acceptance of employment and associated information.

Any variation from the standard offer of employment would be reflected in this section. For example, underfill appointments, uprange hires and term extensions may have additional wording outlining differences from a standard appointment.



Did you know? ... Employees are not required to submit a resignation letter when accepting other employment within the Yukon government (YG). Notification to the human resources branch of their departure is sufficient as employees are transferring to another position within YG (same employer).

Salary

If the appointment is from within the public service, salary is governed by the [Collective Agreement](#) or the [Section M: Conditions of Employment for the Management Group](#).

If an appointment is from outside the public service, the starting salary is normally at the minimum of the range for the level of the position. There are provisions which allow for an uprange hire or underfill appointment.

Salary administration for individuals transferred or reclassified from the management group into the bargaining unit is determined by the provisions of the [Collective Agreement](#); whereas salary administration for individuals appointed, transferred or reclassified to or within the management group is determined by the provisions of the [Section M: Conditions of Employment for the Management Group](#).

Examples:

- *An appointment from the management group to a bargaining unit position would be governed by the provisions of the Collective Agreement. Therefore, the salary rate is established (article 17).*
- *An appointment from the bargaining unit to a management position would be governed by the provisions of the Section M: Conditions of Employment for the Management Group, not the Collective Agreement. Therefore, the salary can be negotiated to the maximum of the new salary range (Part 4 b) of the Section M: Conditions of Employment for the Management Group).*



Note ... If salaries for existing employees exceed the maximum of the salary range for the current level, it could represent a green/red circling situation. Please check with the Employee Compensation branch.

Uprange hire

The [Public Service Act](#) requires that ‘the rate of pay of a person appointed to a position in the public service shall be the minimum of the rate for the class to which the person is allocated’. There is authority to make an exception and to appoint above the minimum rate without exceeding the maximum of the salary range.

An uprange hire applies to appointments outside of the public service, including bargaining unit, casual and excluded jobs where the salary offered is above the minimum rate without exceeding the maximum of the salary range.

The Deputy Minister or delegate has the authority to approve uprange hires to the maximum of the salary range.

Underfill

An underfill appointment refers to the appointment at a rate of pay lower than the minimum rate of an individual who does not have all the required qualifications for the position. The [Public Service Act](#) and [Underfill policy](#) indicate the individual has up to 3 years from the date of hire to acquire the required qualifications.

The Deputy Minister or delegate can decide on the rate of pay for an employee in an underfill appointment (minimum of 80% of the salary range).

Hours of work

The hours of work are based on the applicable terms and conditions of employment for the position being staffed. Hours of work for particular positions are governed by the relevant provisions of the [Collective Agreement](#).

Effective date

The effective date indicates the date the employee is expected to begin employment or the effective date of the extension, if applicable. The type of hire may dictate certain requirements such as an overlap period for extensions or a break in service for casual to indeterminate/term hires.

Terms & conditions of employment

This section indicates which agreements govern the specific terms and conditions of employment of the position (e.g., bargaining unit member, confidential exclusion and management exclusion).

Probationary period

All appointments to and within the public service have a probationary period. The probationary period can be extended, if needed. In some cases, the PSC may waive the probationary period (e.g., employee transfers).

Conditions of employment

The offer letter must state all conditions of employment. If the new employee has time beyond the start date to meet any of the conditions of employment, the letter of offer must clearly set out the time frame for meeting them.

Most conditions of employment must be met by the end of the probationary period.

Job requirements

Job requirements outline characteristics that are inherent to the functions of the position such as shift work, wearing a uniform and exposure to second hand smoke.

Relocation

If a return-service-commitment is associated with the relocation of a new employee, that commitment must be referenced in the letter of offer (see [*Interview and Relocation Expense Directive*](#)).

Health care enrolment

This section provides employees relocating to the Yukon with information pertaining to the time lines, requirements and limitations associated with extended benefit coverage upon arrival to the Yukon.

Documentation

The Employee Compensation branch provides all new employees with a benefit enrolment package based on the particular terms and conditions of employment of the position. HR is responsible for all other hiring documentation (e.g. direct deposit, TD1s, e-pay, oath, emergency contact, etc.).

Acceptance

This paragraph indicates the requirement for the employee to confirm acceptance of the offer of employment and outlines the steps to do this.

PROCESS

Credentials

If a credential is *required by law* in order to perform the job (e.g. professional registration) departments **must** verify the credential **before** the final offer of employment. This is normally done by asking for an original document or a notarized copy. If these documents are not available, departments may verify the credentials in other ways.

If a credential is *not required by law* and is still a component of the essential qualifications on which the candidate was screened in, the department should make every effort to verify the credential.

Offer letter content

A standard offer letter provides an employee with relevant information to their employment, as well as providing information to the employer to initiate pay and create a personal employment record.

The offer of employment letter features the Yukon government logo in the top left-hand corner as well as the date of the offer.

Employee data

Employee's name and current address is pulled from their Candidate Profile into the offer letter. Please advise candidates to ensure this information is complete to ensure accurate application of benefit and pension entitlements.



Note ... The Human Resource Management System (HRMS) will generate an employee number which the Employee Compensation branch will enter.

Position data

The subject line includes the title and number of the position, classification level, requisition number and department name.



Did you know? ... The position information is pulled directly from the requisition and is included on all offer letters.

Confirmation

The first paragraph of the offer letter confirms the offer and acceptance of employment as well as providing salient employment details such as start date, salary and hours of work.

Example:

'I am pleased to confirm our offer and your acceptance of the above noted position at a salary of \$50,000 per annum, based on 75 hours bi-weekly, effective January 1st, 2012.'

The terminology used will vary based on whether it's a term or indeterminate appointment, as well as the staffing methodology utilized (e.g., extension, reinforcement, underfill, etc.).

Salary

Salary calculation for appointments to confidential exclusion and bargaining unit positions is based on negotiated salary levels and the terms and conditions of pay administration in the [Collective Agreement](#). Salary calculation for appointments to the management group is negotiated according to the provisions of the [Section M: Conditions of Employment for the Management Group](#).

The following information will assist departments in calculating appropriate salary.

Annual salaries are used for indeterminate and term positions. They are calculated in dollars only. They are rounded up to the next dollar if over 50 cents or down if less than 50 cents.

Hourly salaries are calculated in dollars and cents, rounded to 2 decimals.

The end product for the following salary calculations must be within the appropriate range stipulated in the [Collective Agreement](#), not less than the minimum or more than the maximum. Departments should verify each calculation against the [Collective Agreement](#).



Note ... All of the following formulae require you to calculate the annual salary in effect prior to the promotion as the basis for further calculations.

The most common calculations are those which flow from an 8% increase on promotion according to the collective agreement.

Hourly to bi-weekly with an 8% increase:

- Hourly rate x bi-weekly hours (old position hours) x 26.088 = current annual salary
- Annual salary x 1.08 (8%) = new annual salary
- For new bi-weekly divide by 26.088

Bi-weekly to annual with an 8% increase

- Bi-weekly salary x 26.088 = annual salary (old position)
- Annual salary x 1.08 = new salary

Hourly (2080 hours) to annual with 8% increase

- 2080 x current hourly rate = annual salary (old position)
- annual salary x 1.08 = new salary

Hourly (not 2080 hours) to annual with an 8% increase

- hourly rate x bi-weekly hours x 26.088 = annual salary (old position)
- annual salary x 1.08 = new annual salary

Part-time to full-time with 8% increase

- part-time annual salary (old position) / part-time hours (bi-weekly)
x bi-weekly full-time hours = annual salary
- annual salary x 1.08 = new annual salary

Full-time to part-time with 8% increase

- full-time salary x 1.08 = new full-time salary
- (new full-time salary / full-time hours) x part-time hours = new part-time salary

Annual to hourly with 8% increase

- $\text{annual salary} \times 1.08 = \text{new annual salary}$
- $\text{annual salary} / 26.088 = \text{bi-weekly salary} / \text{bi-weekly hours} = \text{new hourly rate}$



Remember ... When you calculate a pro-rated part-time salary using these formulae, you cannot verify if it is correct according to salary in the [Collective Agreement](#). You have to calculate a full-time bi-weekly or hourly rate based on the new part-time annual salary to verify.

Uprange hire

The following factors should be taken into account when considering an uprange hire:

- comparability with salaries of peer positions, supervisor and subordinates
- strength and breadth of prospective employee's relevant background to the position being staffed
- assessment of existing market conditions and whether there exists a demonstrable shortage of required skills and expertise
- any other relevant information about the request



Note ... Individuals appointed, transferred or reclassified within the public service to regular bargaining unit or confidential exclusion positions are not eligible for an uprange hire.

Underfill

Departments ensure the rate of pay selected is commensurate with the level of competency attained by the employee. The underfill appointments shall be paid at a rate which shall be no less than 80% of the minimum rate of pay established for the position.

A copy of the developmental plan outlining annual goals and related pay increases should be forwarded to the PSC to be included on the employee's personnel file.

Hours of work

Hours of work must be listed as bi-weekly, unless otherwise specified in the [Collective Agreement](#).

Effective date

The effective date is based on the agreed upon start date for new hires. For extensions, the effective date will overlap the initial end date by 2 days. For example, if the term was due to end on March 31, 2011, the effective date would be March 29, 2011 to the new end date.



Note ... An end date is required on all offers of employment for casual hires, term appointments and subsequent extensions. An end date must be on a regular work day of the position (i.e. if Monday to Friday position, end date cannot be Sunday).

Anniversary date

The anniversary date for new hires, promotions or reclassifications resulting in salary increments will be:

- the 1st day of the month if the transaction occurs prior to the 16th (e.g., hired on April 10th)
- the 1st day of the following month if the transaction occurs on or after the 16th (e.g., hired on April 20th)
- for management employees, the anniversary date is April 1st.

The anniversary date is calculated differently for auxiliary employees accepting indeterminate or term appointments to positions at the same level, whether as a lateral transfer or according to [Letter of Understanding 'K'](#):

- if the employee has not received a merit increase, the anniversary date would be calculated based on the initial hire date
- if the employee has received a merit increase, the anniversary date would be calculated based on the date of their merit increase

Examples:

- *An auxiliary employee is accepting an indeterminate position at the same level. The employee was initially hired on April 10th and has not received a merit increase. The anniversary date would be April 1st.*
- *An auxiliary employee is accepting a term position at the same level according to LOU 'K'. The employee was hired on April 20th and received a merit increase on September 1st of the following year. The anniversary date would be September 1st.*

Anniversary dates remain the same for regular employees who:

- are appointed to a position or whose position is reclassified with no change in pay; or
- accept a position at a lower maximum rate of pay.

A leave of absence in excess of 3 continuous months will result in a change to the anniversary date, except for maternity, paternity, parental and adoption leaves. The anniversary date will be moved to a date which provides for a total of 12 months of paid employment between anniversary dates.



Note ... An employee going from a Yukon Teachers Association position to a Yukon Employee Union position retains their continuous date of employment.

Terms and conditions of employment

The information in this section is based on the inclusion or exclusion of the position or incumbent in the bargaining unit. The specific phrases can be found at:

<http://www.psc.gov.yk.ca/chrs/staffingforms.html>

There are also clauses pertaining to [*Letter of Understanding 'K'*](#) which refer to auxiliary on-call employees accepting term positions between 6 to 12 months within the same department.



Did you know? ... When a casual accepts an indeterminate or term position, the offer letter must indicate the required 3-day break in service period.

Probationary period

A probationary period clause shall appear on all offers of employment. The standard clause refers to the initial 6 month probationary period, and possibility of extending for further periods of time not to exceed 6 months.

Some scenarios would require a different clause. For example, where an employee appointed from a term to an identical indeterminate position has served the probationary period in the term assignment, the clause which refers to the probationary period not being required (e.g., ‘served’) will be included in the offer letter in lieu of the standard phrase.



Remember ... Acting and temporary assignments do not count as time served towards the probationary period associated with a subsequent appointment to the same position. A new probationary period is also required for auxiliary employees appointed to term or indeterminate positions since the terms and conditions of employment differ for auxiliary and regular employees.

Conditions of employment

In the letter of offer, the successful candidate will be informed again of the need to provide *proof* of having met the conditions of employment before the offer of employment is confirmed. The department must make sure that conditions are met *before* finalizing the offer.

If the condition may be met within a certain time period following appointment, the department is responsible for making sure the employee meets the condition within this time period.

If the candidate cannot meet the condition of employment within the specified period, the offer of employment is withdrawn or, if already appointed, the employee may be rejected on probation.

On initial appointment, employees are responsible for all costs to meet a condition of employment (except for medicals and security checks, unless the security check requires finger printing, then the candidate must cover the cost).

All original documentation should be submitted to the PSC for inclusion on the employee's personnel file (e.g., security clearance).



Note ... An offer of employment may also contain information regarding certain negotiated entitlements for management positions (e.g., credit for past service). PSC approval is required.

Job requirements

The offer of employment should notify that there are job requirements to ensure candidate's awareness of requirements specific to the position (e.g., travel, shift work, wearing a uniform).

Relocation

A reference to the [Interview and Relocation Expense Directive](#) is included, if applicable, to confirm any return-service-commitment.

Health care enrolment

This clause should be included when hiring candidates outside of the Yukon.

Documentation

This is a standard clause that appears on all offer letters.

Please review the contents of this offer carefully. Indicate your acceptance of this offer and terms of employment by selecting the "ACCEPT" icon within the Manage My Offers section of your online Career

Profile. Once you have accepted you may be prompted to complete additional documents which will allow us to process your hire – this may include: providing personal information such as social insurance number, date of birth, etc.; providing proof of conditions of employment; and, completion of your onboarding documents.

Departments take care of all documentation for employees as indicated in the attached Documentation Checklist form (link). Employee Compensation is responsible for the benefit enrolment packages only.

Acceptance

Candidates indicate their acceptance of an offer through the E-Recruitment system.



This is an electronic acceptance, no signatures are required.

Note ... Only individuals with staffing delegation can extend offers of employment.

AUTHORITY

[Collective Agreement](#)

[General Administration Manual – Volume 3](#)

[Interview and Relocation Expense Directive](#)

[Public Service Act](#)

[Management Plan: Conditions of Employment for the Management Group](#)

LINKS

A companion guide to understanding the Conflict of Interest policy:

http://www.psc.gov.yk.ca/pdf/gam_3_39_companion_guide_conflict_of_interest.pdf

E-Recruitment manual:

Conflict of Interest policy:

http://www.psc.gov.yk.ca/pdf/gam_3_39.pdf

Staffing forms:

<http://www.psc.gov.yk.ca/chrs/staffingforms.html>

Staffing manual:

<http://www.psc.gov.yk.ca/chrs/staffingmanual.html>

Verifying a Social Insurance Number's expiry date:

<http://www.servicecanada.gc.ca/eng/sin/employers/expiry.shtml>

22. Probationary Period

OVERVIEW

The [Public Service Act](#) indicates that all appointments to and within the public service have a probationary period.

A probationary period is essential in providing an opportunity for employers to confirm the new employee's suitability for the position and to deal with performance issues promptly.



Did you know? ... Regular employees with more than 5 years of service who are released on probation **may** be eligible for reappointment rights under the [Public Service Act](#) – section 106.

DETAILS

Length of probation

The length of the probationary period is set for all appointments to the public service.

New employees should get feedback on their performance on an on-going basis during the probationary period to monitor the employee's performance and suitability to the position.

Probation served

A probationary period is not required when it is deemed to have been served for the specific appointment.

Probation waived

There are some circumstances where the probationary period may be waived (e.g., transfer, voluntary demotion). The authority to waive a probationary period lies with the Public Service Commission (PSC).



Did you know? ... There are provisions under the [Public Service Act](#) for extending a probationary period as well as for rejecting an employee who is on probation.

PROCESS

Length of probation

Every employee appointed or promoted to a position in the public service must serve a probationary period of 6 months calculated from the date of appointment. This information must be included in the offer letter.

For auxiliary employees, the probationary period is 1,000 regular hours, not counting overtime hours. This information is included in the appointment form.

Casual employees are on probation for the duration of their appointment.



Remember ... Acting and temporary assignments do not count as time served towards the probationary period associated with a subsequent appointment to the same position. A new probationary period is also required for auxiliary employees appointed to term or indeterminate positions since the terms and conditions of employment differ for auxiliary and regular employees.

Probation served

Probation is considered to have been ‘served’ rather than ‘waived’ when an employee moves from a term to an identical indeterminate position, and has served the required probationary period in the term assignment.

If the probationary period is in progress, it will continue uninterrupted upon appointment until the completion of the initial probationary period.

Probation waived

The PSC will review the circumstances of the transfer or demotion and any other relevant factors to determine if it is appropriate to waive the probationary period. If the PSC agrees to waive the probationary period, the following statement will be included in the offer letter:

‘The requirement for you to serve a probationary period has been waived.’



Did you know? ... Departments may elect to extend the probationary period or reject the employee on probation based on the specific circumstances. Departments should ensure that the chosen course of action occurs **within** the probationary period. Departments should contact Staff Relations for assistance, if required.

AUTHORITY

[Application Guidelines Series – AGS 19](#)

[Collective Agreement](#)

[General Administration Manual – volume 3](#)

[Public Service Act](#)

[Public Service Labour Relations Board](#)

23. Eligibility List

OVERVIEW

Departments may establish an eligibility list from a competition and use the list to make further appointments. Eligibility lists may be shared among departments. Operational considerations should dictate whether or not an eligibility list is created.

Eligibility lists help in staffing identical or similar vacant positions which arise within the time period identified on the job posting; this time period begins when an offer has been accepted or when the candidate has been notified of their ranking (i.e anticipatory or future dated hires). The use of eligibility lists can save resources (time and money) when staffing similar positions.

PROCESS

Human resource practitioners may establish an eligibility list from a competition to fill future positions which are identical (i.e. same type, duties, level, and department).

Eligibility lists may also be used for similar positions, provided they meet the following criteria:

- the majority of the proposed position's responsibilities are the same,
- the level and position type is the same or lower, and
- the majority of the essential qualifications or competencies are similar.

Eligibility lists may be used to staff positions in other less advantageous categories of employment, but will not be used to fill a position in a more advantageous category of employment than that of the established list. The order of position type, from the most advantageous to the least, is: indeterminate, term, seasonal auxiliary, auxiliary on-call, and casual.

Normally eligibility lists may be used to fill positions at the same level or one level lower. Exceptions to this may be approved by the Public Service Commission.



Note ... An eligibility list **must** be used during its pre-determined life span for an 'identical' position within the originating department. It **may** be used during its pre-determined life span if a 'similar' position within the originating department or within government becomes vacant.

PROCEDURES

Prior to posting a competition, the hiring department will determine if they require an eligibility list and how long the list will be in effect, which will be identified on the job posting.

Length of Eligibility List

Eligibility lists may be established for any period up to 12 months. Requests to extend an eligibility list must be approved by the Public Service Commission prior to the expiry date.

Establishment of Eligibility List

When an eligibility list is established, **only** certified candidates will be placed on the list in ranked order. For candidates whose references have not been checked at that point, the list will indicate that their names are on the list subject to favourable reference checks.

All candidates who are placed on an eligibility list will be advised:

- their placement and ranking on the list;
- the length of time that the list is in effect;
- that future appointments are subject to acceptable reference checks (if references have not been checked);

- the eligibility list may be used for similar positions within the department or within the Yukon government (YG).



Note ... The human resources practitioner **must** advise all candidates who do not certify that they will not be placed on an eligibility list.

Until the list expires or is exhausted, the originating department must use it to fill any identical vacancies for which the department would otherwise run a competition.

If the department has a transfer or a priority staffing obligation such as workplace accommodation, employment equity hire, layoff, etc., appointments from eligibility lists would not be required.

Shared eligibility lists

Departments who wish to use an existing eligibility list from another department who has agreed to share their list, may contact the originating department to request a copy of the position description and determine if the position meets the 'similar' criteria.

Once the position is deemed to have met the 'similar' criteria, the originating department will supply the requesting department with the resume of the next candidate on the eligibility list. The requesting department will contact the candidate, determine if the individual is interested in the position, and if applicable, obtain references.

Departments are obligated to consider the next person on the eligibility list (in rank order) unless a candidate indicates they are not interested in positions in the requesting department.

The requesting department will be responsible for completing the "[*Eligibility List – Similar Position Analysis*](#)" form and attach to the staffing requisition with the job description.

The Public Service Commission will review the “[Eligibility List – Similar Position Analysis](#)” form and verify the information. All similar eligibility list proposed appointments will be posted on the Yukon government employment website for 5 working days.

If there are no appeals, the department will proceed with the hire and advise the originating department who will remove the candidate from the list.

Offer of employment

Offers of employment to individuals on an eligibility list must be extended in rank order. Departments may not skip names except where there is a bona fide occupational requirement, or a candidate declines the offer.

Candidates who accept or decline an offer of employment to a less advantageous position will retain their placement on the original eligibility list. Do not extend repeated offers of positions in less advantageous categories to candidates who indicate that they do not want to be considered for vacancies in a certain category.

Candidates who accept an offer of employment to an identical position, or request removal from the eligibility list will be removed from the eligibility list.

Candidates who refuse an offer for an identical position should be removed from the list, because the department has met its obligations to that person.

Appeal rights

Offers of employment from eligibility lists are appointments, and therefore appeal rights must be given to bargaining unit employees at the time the eligibility list is established. Future identical appointments from eligibility lists are not subject to further appeal rights.

Proposed appointments from an eligibility list for similar positions will be posted on the Yukon government's employment website for five (5) working days. All appeals will be managed by the Public Service Commission.

AUTHORITY

[Public Service Act](#)

[Collective Agreement](#)

FORMS

[Eligibility List – Similar Position Analysis](#)

[Eligibility List template](#)

24. Post Board Meeting

OVERVIEW

A post board meeting is an individual meeting with candidates to review how they performed in the selection process. Generally, a post board meeting is offered to all unsuccessful candidates. Any of the candidates may also request a post board meeting.

A post board meeting provides an opportunity for human resource practitioners to explain the staffing process and the purpose of post board feedback and to review the candidate's interview guide (e.g., questions, responses, ratings, etc.).

Candidates also have the right under the [Access to Information and Protection of Privacy Act \(ATIPP\)](#) to see all information about them which was gathered as part of the assessment process. Since this right exists in law, information should be readily provided in a post board meeting rather than expecting candidates to go through the formal application process for the information.

DETAILS

Objectives

The provision of post board feedback has three purposes in the selection process. The meeting provides:

- an opportunity for candidates to get feedback on their performance in the selection process and help candidates understand what they need to do to better prepare for future competitions
- an opportunity to discuss career options with candidates
- candidates who are contemplating a competition appeal with information to help them make a decision about whether or not to proceed.



Did you know? ... A post board meeting is not an opportunity for candidates to debate the assigned rating or the answers on particular questions. If candidates feel they have not been properly assessed, they may appeal the competition process where applicable.

PROCESS

The board chair usually provides post board feedback to candidates, but the supervisor of the position can also address certain questions. Whoever facilitates the post board meeting should review the competition thoroughly and speak to other board members for their input.

In a post board meeting, candidates do not have a right to know the names of other candidates or how the other candidates performed in the assessment process. The information provided is restricted exclusively to the performance of the candidate who is attending the post board meeting.

The post board meeting may include a review of the [Candidate Assessment Rating Guide](#) and how it is applied (e.g., completeness, correctness).



3 Tips to Providing Feedback

- **Plan** – review your notes before the meeting to review the information and determine what areas you'd like to address.
- **Provide examples** – use relevant examples to highlight positive performance, as well as areas of concern. General feedback without substantiated examples may foster anxiety.
- **Provide options for improvement** – indicate how candidates can improve performance for their next interview (e.g., resume writing, depth and breadth of information, communication style).

Whoever conducts the process should be responsive to the level of detail required to provide the candidate with appropriate and useful feedback. Human resource practitioners may wish to ask candidates what type and level of information they are seeking. This would be useful in preparing for the post board meeting. Be specific, by using examples from the competition.

Discussion may occur in depth around the candidate's responses and how they were rated. However actual copies of interview guides or test questions are generally not given out.



Note ... Employees are entitled to leave without loss of pay to attend post board meetings.

AUTHORITY

[Access to Information and Protection of Privacy Act](#)
[Collective Agreement](#)

LINKS

Staffing Process Public Information Sessions & Tips for Applying:

<https://yukon.ca/en/employment/application-process#before-you-apply>

25. Staffing File

OVERVIEW

Whether you staff by competitive process or through a delegated non-competitive staffing action, you must complete the staffing file when the staffing action is concluded.

DETAIL

It is important that all relevant documentation is included on the file. The standard for a complete staffing file is that a knowledgeable third party can read the file, follow the process and recognize the factual and logical reasons for the decisions made during the staffing process.

The Public Service Commission (PSC) conducts random audits of competition files regularly to ensure the recruitment and staffing principles are upheld (e.g., merit).

PROCESS

Closing the file after a competitive staffing action

When a competitive staffing action is complete, the competition file is finalized and should be returned to PSC within one month with complete documentation.



Note ... You can contact PSC to access a competition file which has already been returned in case you need it again (e.g., post board meeting). You will need to sign it out when you pick it up.

Depending on the situation, file documentation could include the:

- departmental staffing justification form
- resumes of screened-in applicants
- conflict of interest form

- screening board report
- interview guides
- exercises/tests
- rating guide
- rating summary sheet
- rationale for uprange hire, if applicable
- copies of any letters/notes/correspondence with or about candidates
- copy of offer letter
- reference checks of successful candidate(s)
- eligibility list, if applicable

If there are any unusual circumstances related to your competition, the chair should add a note to file that explains the situation. This will allow others to understand what happened when they review the file.



Tip ... Use the [Competition File Checklist](#) to ensure all necessary documents are on the competition file.

Closing the file after a delegated non-competitive staffing action

Departments maintain file documentation for delegated non-competitive staffing actions. These records may be retained in paper files or digitally.

Depending on the staffing situation, file documentation could include copies of the:

- applicant resume(s)
- rationale for uprange hire, if applicable
- references
- offer letter



Note ... Presently, files must be retained for 7 years. This includes files for delegated non-competitive staffing actions. Competition files are kept at the CHRDS offices for one year, then off-site at the Records Centre for six years.

AUTHORITY

[Access to Information and Protection of Privacy Act](#)

FORMS

- [Competition Checklist](#)

LINKS

E-Recruitment Manual

https://yukonnect.gov.yk.ca/departments/PSC/CHRS/E-Recruitment_Manual.pdf