

# **Staffing Guidelines**

**Finance and Treasury Board**

**Effective Date: November 1, 2022**

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# Chapter 1: Introduction

## Overview

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**Introduction** This chapter establishes the foundation for staffing in the Civil Service.

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**Authority and scope of this manual** The **Staffing Guidelines** applies to all departments and agencies listed in [Regulation 93-137](#) of the [Civil Service Act](#).

Parts of the public service that are not governed by the *Civil Service Act* are encouraged to follow the same staffing principles outlined in this **Staffing Guidelines**.

The *Civil Service Act* provides the Deputy Minister of **Finance and** Treasury Board with the statutory authority to determine staffing practices within the New Brunswick Civil Service.

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**Policy statement** The objectives of the **Staffing Guidelines** are to:

- Provide **guidelines** to ensure a consistent and equitable approach to competency-based selection
- ensure that hiring is based on **merit principles**

The **Staffing Guidelines** supplements the [Civil Service Act](#) and Regulations established by Board of Management.

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**Content** This chapter contains the following topics

Topic	See Page
Approach to staffing in the Civil Service	5
Accountability and Reporting	8

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# Approach to Staffing in the Civil Service

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**Introduction** This section provides direction on the approach departments are to use when conducting staffing.

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**Legislative authority**

- Civil Service Act and Regulations 84-229, 84-230, 93-137 and 95-17
- Board of Management Decision # 07.0046.; 09.0274
- Financial Administration Act, Section 6(1)

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**Legislative requirements** Staffing is guided by the provisions of the following legislation

- Civil Service Act and Regulations
  - Financial Administration Act
  - Human Rights Act
  - Public Service Labour Relations Act
  - Employment Standards Act
  - Official Languages Act
  - Right to Information and Protection of Privacy Act
- 

**Delegation of authority** Staffing in the New Brunswick Civil Service is a delegated responsibility from the Deputy Minister of **Finance and** Treasury Board to the Deputy Minister or Deputy Head in each department. The delegated sections are outlined in delegation agreements signed by the Deputy Minister of **Finance and** Treasury Board and the Deputy Minister or Deputy Head of each department.

Deputy Heads can further delegate certain powers to Assistant Deputy Ministers.

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**Definition of merit** Merit is defined as having the qualifications, skills and abilities to do the job **including demonstration of potential for trainable or transferable skills.** Merit is established when the person being appointed meets the essential qualifications for the work to be performed plus any additional qualifications considered to be an asset for the work to be performed or for the organization.

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## Approach to Staffing in the Civil Service, Continued

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### Establishing merit

In accordance with Section 6 of the [Civil Service Act](#), appointments to and from within the Civil Service shall be free of favouritism and shall be made by competition or by other means of selection (e.g. without competition based on on-the-job performance in Chapter 5).

The determination of merit demands a process that clearly defines the qualifications necessary for a position, or group of positions and provides for the assessment of candidates against these qualifications.

Merit criteria used to recruit and assess candidates must be job related and measurable.

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### Guiding principles

All staffing decisions in the New Brunswick Civil Service are based on the following guiding principles:

- Staffing process supports the five fundamental values of the New Brunswick Civil Service: Integrity, Respect, Impartiality, Service, and Competence.
- Staffing is conducted in accordance with the *Civil Service Act*, its regulations and with the policies established by Board of Management.
- Staffing must strike a balance between the values of fairness, accessibility, transparency, and efficient use of government resources for current and future needs.
- Communication about staffing processes is open and transparent.
- Staffing process should **allow for flexibility** and timely hiring
- Selection is free of favouritism and is based on the principle of merit.
- Staffing decisions support the recruitment, selection, appointment and promotion of a competent, professional, non-partisan Civil Service.
- Candidates are assessed using a variety of assessment methods, using reasonable and bona fide selection criteria which are free of unnecessary credentials.
- Staffing supports equal employment opportunities in order to be representative of the population it serves.

These principles are to be considered as a whole, rather than on a standalone basis. They are to be balanced and weighed against one another in any staffing decision.

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## Approach to Staffing in the Civil Service, Continued

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### Competency based staffing

Staffing in the New Brunswick Civil Service **uses** a competency-based approach.

**Technical competencies** are the technical knowledge, skills, and abilities required to perform a job (“what” work is completed). Most candidates can be trained to acquire these skills.

**Behavioural competencies** are interpersonal and personal attributes or traits developed over time through work and life experiences (“how” work is completed).

Consider what technical and/or behavioral competencies are required for specific jobs when determining appropriate methods for assessment.

The Behavioural Event Interview (BEI) is one tool for assessing behavioural competencies as it relies on specific behavioural data about the candidate’s key accomplishments and activities from recent years. It is based upon the premise that “**past behaviour predicts future behaviour**”. In other words, the best predictor of how a person will perform in present and future situations is not what they *say they will do*, but rather what **they** have actually done in similar past situations.

Research has shown that the BEI process is one of the most reliable and proven recruitment methods used both in the private and public sectors; however, it is not the only approach hiring managers can take to evaluate candidates. Any combination of technical questions, situational questions or practical skills demonstrations/testing can and should be considered.

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### Dictionary of behavioural competencies can be used

In partnership with the HayGroup, the New Brunswick Civil Service developed a dictionary of twenty-three (23) core [Behavioural Competencies](#). These behavioural competencies **may** be used for staffing purposes.

There are five (5) [Middle Manager Core Competencies](#). These five (5) competencies are derived from the twenty-three (23) core behavioural competencies and **may** be used for staffing middle manager positions. A middle manager is normally defined as someone who reports directly to a senior decision-maker (i.e. Senior Executive Officer in Pay Band 8-12) and has responsibility for human and financial resources. Typically, middle managers oversee the work of front-line supervisors and/or individual contributors who have direct interface with clients or employees and are accountable for budgets to deliver programs and/or services.

There are six (6) [Executive Leadership Competencies](#) developed for Senior Executive positions (Pay Band 8 to 12 and equivalents). These behavioural competencies **may** be used when filling senior executive positions.

**Other behavioural competencies, not included in the dictionaries, can also be used as a means of assessing specific competencies.**

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**Interview questions for behavioural competencies**

A list of interview questions has also been developed for the behavioural competencies and the Executive Leadership Competencies. These questions can be found on the Talent, Organizational Development and Wellness Unit intranet site at: <http://intranet/intellinet/sdhp/staffing/staffing-e.asp>. **This dictionary is not meant to be exhaustive, but it is a tool that departments may use when staffing positions.**

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## Accountability and Reporting

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**Introduction**

There are several key participants involved in the staffing process of the New Brunswick Civil Service. This section provides direction on their roles and responsibilities.

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**Deputy Head**

A Deputy Head to whom the power of appointment has been delegated may delegate in writing any of **their** powers and duties to their Assistant Deputy Ministers with the exception of the power of delegation, the waiver of the probationary period, rejection during the probationary period, Talent Management Program appointments, Specialized Professional, Scientific and Technical appointment, and their role in the complaint process.

A Deputy Head or designate to whom the power of appointment has been delegated is accountable to:

- select candidates for appointment from eligibility lists provided by the Board of Examiners
- appoint qualified persons in accordance with the provisions of the [Civil Service Act](#) and Regulations
- maintain a balance between in-service and open competitions
- ensure that staffing activities are conducted in accordance with the terms and conditions of the delegation agreement and the requirements of the staffing policy, the [Civil Service Act](#) and its Regulations
- ensure that appointments without competition are based on merit and are well documented

## Accountability and Reporting, Continued

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### Deputy Head (continued)

- investigate complaints based on favouritism submitted by unsuccessful candidates who have been screened in for a competition report the number of formal complaints received to the Deputy Minister of **Finance and Treasury Board** within six (6) months after the end of the fiscal year as per Section 33 of the [Civil Service Act](#)
  - publish staffing information in their annual report including all competitions, appointments without competition and the number of formal complaints.
- 

### Departmental Human Resources

Human Resources is accountable for:

- upholding Public Service Values and Conduct Guide
- **supporting** the recruitment process outlined in this manual
- ensuring Human Resources staff and managers are trained in the recruitment process
- documenting all staffing decisions
- establishing selection criteria based on the requirements of the position
- ensuring that all members of the Board of Examiners know their roles
- establishing the eligibility list
- preparing a formal written offer to the successful candidate signed by the Deputy Head or designate

Human Resources **Consultants** in departments and agencies bring specialized knowledge to the staffing process in areas such as:

- policies and procedures
- recruitment methods
- interview and evaluation techniques
- feedback and complaint process
- provide expert testimony at hearings conducted by the Ombud

Managers **are encouraged to partner with** Human Resources Consultants in departments and agencies for advice, support, and training **on the recruitment process.**

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## Accountability and Reporting, Continued

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### Board of Examiners

The Board of Examiners is accountable for:

- ensuring that a current position competency profile exists prior to advertising a competition
  - selecting the appropriate questions to measure the competencies being assessed
  - conducting reference checks and validation checks on candidates when required
  - ensuring that the selection of candidates is based on merit
  - ensuring that the process is free of favouritism, **discrimination** and that applicable hiring policies are upheld
  - ensuring openness and transparency around staffing decisions (see Chapter 6 for details on feedback process)
  - **ensuring all reasonable accommodations are provided to candidates during the interview process**
- 

### Finance and Treasury Board

**Finance and** Treasury Board is accountable for:

- preparing and auditing staffing delegation agreements which clearly outline accountabilities and stipulate the importance of documenting all hiring decisions
  - ensuring that any delegated powers and functions are conducted in accordance with the terms and conditions of the delegation agreements (Section 4.1(1) of the [Civil Service Act](#))
  - providing expert advice, directives and interpretation with respect to the [Civil Service Act](#), Regulations and policies
  - developing policies and procedures with respect to staffing
  - monitoring staffing activities throughout government and identifying best practices
  - providing training to Human Resources **Consultants** and managers in departments with respect to staffing
  - recommending necessary changes to legislation
  - monitoring complaints made to the Deputy Head and to the Ombud
  - reviewing recommendations made by the Ombud and providing advice to the Deputy Head
  - conducting ad hoc staffing audits on a required basis (Section 4.1(2) of the [Civil Service Act](#)) with the authority to repeal delegation agreements, if required
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## Accountability and Reporting, Continued

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### Ombud

The Ombud is responsible for

- investigating complaints based on favouritism from unsuccessful candidates who have been screened in for a competition and who are not satisfied with the response provided by the Deputy Head
- informing the complainant, the Deputy Minister of **Finance and** Treasury Board and the Deputy Head concerned of the results making recommendations.

Note: Findings may also be included in the Ombud's Annual Report.

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## Chapter 2: Staffing Process

### Overview

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#### Introduction

This chapter outlines the staffing process and provides direction to facilitate a consistent approach to staffing in the Civil Service.

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This chapter contains the following topics

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### Step 1: Position Analysis

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#### Introduction

This section has 4 components

- Position Analysis
- Position Description
- Merit Criteria
- Position Competency Profile

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## Position Analysis

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**Purpose of a position analysis**

A position analysis provides an opportunity to evaluate the position and its requirements and select which method will be used to fill the position.

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**Position analysis**

When a vacancy occurs, the supervisor or manager must consider the following:

- Should the vacancy be filled now or at a later date?
  - Has the job changed since the last review? Should the position be reclassified?
  - Could the position be split into two parts to allow for job sharing?
  - Would the public be better served if the position or responsibilities were transferred to another branch, division, location or department?
  - Is there flexibility in terms of the work location and/or is remote work operationally feasible for this position? Please refer to [Policy AD-2255 \(Remote Work Policy\)](#) and the [“Remote Work”](#) guidelines for more information.
  - Has consideration been given to the language requirements for the position? (see *Appendix A* to assist you in determining the appropriate level of proficiency required for the position.)
  - Is there an opportunity to re-organize the work unit?
  - Is there a developmental opportunity for a current employee?
  - What succession planning objectives may be furthered by this vacancy?
- 

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## Position Description

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### **Position description**

The duties and responsibilities of a job can be obtained from a *Position Description Questionnaire* (PDQ). The Human Resources **Consultant** must discuss the job requirements with the immediate supervisor and/or manager and determine the job duties, competencies and skills required for the position.

This process shall be carried out by determining

- "what", "how" and why" the job is done
- the dimensions of the job, such as
  - physical demands
  - workplace hazards
  - work pressure

Standard questions to be considered

- What are the principal tasks and duties?
- How is supervision or direction received? (i.e. directly by supervisor, through discussion, etc.)
- What knowledge is required?
- How would this knowledge normally be acquired? (education, experience, or a combination of both?)
- What skills/competencies are required to perform this position?
- How would these skills/competencies normally be acquired? (experience, special training, etc.)
- Any special physical demands? (i.e. heavy lifting, long periods standing)
- Any special licenses, certificates required?
- What are the hours of work? (shift work, overtime, call back, etc.)
- **Work location / options for remote work.**

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## Position Description, Continued

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### Necessary special requirements (NSR)

Examples include

- engineers
- physicians
- lawyers
- nurses
- clinical psychologists

All Necessary Special Requirements (NSRs) must be identified when developing the selection criteria as they must be included in the advertisement.

Example: Candidates are required to be registered as a Professional Engineer with the Association of Professional Engineers and Geoscientists of New Brunswick.

Note: [Classification specifications](#) and occupational standards must be respected and identified in the advertisement.

## Merit Criteria

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### Definition of merit

Merit is defined as having the qualifications, skills and abilities to do the job **including demonstration of potential for transferable skills**. Merit is established when the person being appointed meets the essential qualifications for the work to be performed plus any additional qualifications considered to be an asset for the work to be performed or for the organization.

### Types of merit criteria

Merit criteria includes

- essential qualifications
- **transferable / teachable skills**
- asset qualifications
- current and future operational requirements.

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## Merit Criteria, Continued

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### **Purpose of selecting merit criteria**

The purpose of establishing merit criteria is to assist managers in finding qualified persons who shall perform the work of the position being staffed. At a minimum, the successful candidate must meet all of the essential qualifications, **or an equivalency as identified by the Board of Examiners**

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### **Selecting merit criteria**

Selecting merit criteria requires a thorough understanding of the work to be performed, including present and future needs. The essential qualifications are to be:

- job-related – clearly linked to the duties of the position
  - measurable – able to assess each qualification
  - distinguishable – a clear distinction between each qualification that allows for them to be measured distinctly
  - respective of the bring/learn ratio – a balance between what a candidate brings to the position and what they may learn on the job
  - clear
  - in accordance with classification specifications and occupational standards
  - free of systemic barriers, situations, policies and/or practices, which unfairly exclude members of designated groups from taking part in the workplace
- 

### **Essential qualifications**

Essential qualifications are qualifications required to perform the work of a position. They may include, but are not limited to:

- experience
- education
- behavioural competencies (i.e. effective interactive communication)
- technical competencies (i.e. knowledge and skills)
- bona fide occupational requirements
- competence in either or both official languages
- Necessary Special Requirements (NSRs)

If an equivalency to the essential qualifications is possible, the following must be included in the job advertisement: “An equivalent combination of education, training and experience may be considered”. The most commonly accepted equivalencies must also be clearly identified in the job advertisement to increase transparency. Classification specifications and occupational standards must always be respected.

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## Merit Criteria, Continued

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### Operational requirements

Note: Conditions of employment are different from operational requirements. Conditions of employment are mandatory on appointment and must be maintained throughout tenure in the position (i.e. possession of a valid driver's license).

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## Position Competency Profile

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### Definition of a competency

A competency is any observable and/or measurable knowledge, skill, ability, or behaviour that contributes to successful performance in a given role. These competencies shall be divided into two separate categories

- behavioural competencies
  - technical competencies
- 

### Purpose of a position competency profile

A position competency profile (see **Appendix B**) must be developed prior to staffing a position.

The profile will provide the appropriate number of competencies, as well as the identified desired and minimum levels of proficiency for each competency, that are essential for success in that role.

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### Behavioural competencies

Behavioural competencies refer to the key interpersonal and personal attributes and traits that are essential for performance in specific jobs or roles across the organization (see Behavioural Competency Dictionary at: <http://intranet/intellinet/sdhp/staffing/staffing-e.asp>, Middle Manager Core Competencies at: <http://intranet/intellinet/sdhp/staffing/staffing-e.asp> and Executive Leadership Core Competencies at: <http://intranet/intellinet/sdhp/staffing/staffing-e.asp>)

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## Position Competency Profile, Continued

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### Technical competencies

Technical competencies refer to the technical knowledge, skills and abilities that are relevant to specific jobs across the organization. Examples of technical competencies would be:

- knowledge of the fiscal environment
- knowledge of conflict management practices
- knowledge of research methodologies, principles and practices, etc.

(See Technical Competency Dictionary at:  
[http://intranet/pdf/Technical\\_Dictionary-e.pdf](http://intranet/pdf/Technical_Dictionary-e.pdf) )

---

### Selection of competencies

Competency selection is based on:

- positional requirements, derived from the position analysis
- knowledge, skills and abilities required for the performance of the tasks and duties of the position.

Note: The appropriate number of behavioural and technical competencies should be determined based on the nature of the position. Typically, there should be between five (5) and eight (8) behavioural and four (4) to five (5) technical competencies but more or less may be required depending on the position.

The Board of Examiners is required to assess all competencies identified in the ad, however, the Board may opt to not include all competencies identified on the competency profile in the ad.

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### Selection of competency levels

Each behavioural competency in the competency dictionary is further defined with behavioural levels. These levels are competency specific. Levels are scaled from 1 to 6, depending on the competency.

For each behavioural and technical competency in a given profile, two proficiency levels must be identified.

- **Minimum level** is the level needed for satisfactory performance in the role on a day-to-day basis and would reflect a B rating.
- **Desired level** is the highest level of proficiency that adds value to the role and that is realistic to expect in this role. This would reflect an A rating.

Note: The position competency profile must appear in the competition file, as it is part of the candidate assessment (**see Appendix B**).

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## Step 2: Advertisement

### Overview

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- Introduction** This section provides recommendations on how positions are advertised, including:
- what to include
  - flexible classifications
  - area of search
  - residence requirements
  - experience requirements
  - bona fide occupational requirements
  - closing dates and length of posting
  - official language requirements
  - approval requirements
  - e-recruitment and posting competitions
- 

### Advertisement

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- Competition advertisement guidelines** The competition advertisement must:
- reflect the key duties and responsibilities of the position
  - include essential merit criteria as well as any asset merit criteria that may be used for screening and selection
  - include competencies determined in the competency profile

Note: Selection criteria should not be changed after publication of the advertisement.

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- Information to include in advertisement** The following information must be included in the job advertisement
- competition type (i.e. open, closed)
  - competition #
  - closing date
  - classification and/or working title
- 

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## Advertisement, Continued

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**Required  
Information to  
include in  
advertisement**  
(continued)

- name of department/agency
- location (be sure to specify whether this position may have a flexible work location). Please refer to **Remote Work guidelines**. [Policy AD 2255 GNB Remote Work Policy](#)
- salary (annual, if applicable)
- description of **key duties**
- all merit criteria to be used as part of the screening process including competencies ([http://www2.gnb.ca/content/gnb/en/departments/treasury\\_board/human\\_resources/content/employment/content/applying/competencies.html](http://www2.gnb.ca/content/gnb/en/departments/treasury_board/human_resources/content/employment/content/applying/competencies.html)), essential qualifications, and asset qualifications (where applicable)
- language requirement
- contact information (include phone number, e-mail or mailing address)
- the following notations:
  - “Candidates must demonstrate **the potential to acquire** essential qualifications to be given further consideration.”
  - “This competition may be used to fill future vacancies.”
  - “Candidates registered with the [Equal Employment Opportunity Program](#) and veterans, who demonstrate they are among the most qualified, shall be given preference at the time of appointment.”
  - “We encourage you to apply to this competition online.”
  - \*\*Wording highlighted below is to be included **ONLY** for competitions where employees who, in the course of their work responsibilities, work in facilities of the regional health authorities, Extra-Mural/ Ambulance NB, corrections, nursing homes or adult residential facilities.  
“Employees working in a vulnerable sector will be required to show proof of full vaccination against COVID-19 (two (2) primary doses plus a booster in the last six (6) months) or alternatively follow all workplace mitigation measures determined by the employer.”
  - “Check out what it is like to work at the Government of New Brunswick, where we are working together as [One Team One GNB](#) to improve the lives of New Brunswickers every day!”

See Appendix C for templates

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## Advertisement, Continued

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### Information that may be included in advertisement

Based on the position, the following information may also be necessary:

- type of position (i.e. term, part-time, seasonal, etc.)
- flexible classification (i.e. **Engineering and Field Level I-VI**)
- operational requirements (i.e. potential shift work, travel, physical demands)
- necessary special certification or licensing, residency requirement, etc.
- following notations: “**Your skills may be evaluated** using one or more of the following tools: written exam, interview, other job specific testing as required”
- “Please be prepared to provide supporting documents i.e. degree, certificates/licenses, language testing as per the job ad if contacted for an interview”
- “A recent criminal check will be required for this position”

**See Appendix C for template.**

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### Flexible classifications

When advertising to fill a bargaining position having a flexible classification, classification requirements must be determined as part of the position analysis.

The qualifications must be stated in the advertisement and used as the screening criteria (see list of [Flexible Bargaining Classifications](#))

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### Area of search

The following are considerations when deciding if a competition should be open or closed:

#### **Open:**

- To get a wider selection of candidates, specialized skills not available within the organization, **to expand the internal candidate talent pool** and/or to establish a candidate inventory.

#### **Closed:**

- **In-service:** sufficient talent in the Civil Service, specific skills available within the service, adherence to collective agreements, and number of possible applicants.
- 

*Continued on next page*

## Advertisement, Continued

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**Area of search**  
(continued)

- **Intra-departmental:** type of closed competition open only to employees within a portion of the public service. They may be used when there are sufficient people with the essential skills and competencies within that portion of the public service. They may also be used based on the occupational nature and level of positions available.
- 

**Residence requirements**

Departments may impose some residence requirement on successful candidates as a condition of employment. When determining a residence requirement, the following must be considered:

- the occupational nature and level of position to be filled
  - the time within which the position is required to be filled
  - operational requirements
  - **where the work could be performed**
- 

*Continued on next page*

## Advertisement, Continued

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### Experience requirements

Selection standards shall be consistent with classification specifications established pursuant to the *Financial Administration Act*. Standards are given in the Desirable Training and Experience (DT&E) section of classification specifications as established by the Board of Management and in occupational standards that have been developed.

**Essential qualifications** are the minimum factors or circumstances, in relation to a position, that are essential, having regard to the nature of the duties of the position. This section also includes a statement of required registrations or licenses and must be included in the advertisement.

**Asset qualifications** are the factors or circumstances, in relation to a position, that are desirable, having regard to the nature of the duties to be performed, and **that may be considered**, in addition to the essential qualifications for the position, when assessing candidates for the position.

In some cases, a supplementary section has been added to the DT& E portion under the heading of Necessary Special Requirement.

Experience requirements must be stated in specific number of years in the advertisement. It must be stated in the job advertisement if an equivalency to the essential qualifications will be considered, and the most common equivalencies must be clearly defined to increase transparency.

Below are the guidelines for interpreting the experience requirements in the DT&E or interpreting the classification standards and occupational standards:

<b>Definitions</b>	<b>Time specifications</b>
<b>NO EXPERIENCE:</b> Positions at the entry-level, requiring no work experience.	No experience required
<b>SOME EXPERIENCE:</b> A small amount of experience sufficient to enable persons to become familiar with methods and terminology in common work situations in the particular type of work.	a minimum of 3 months

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*Continued on next page*



## Advertisement, Continued

**Experience requirements**  
(continued)

<b>Definitions</b>	<b>Time specifications</b>
<p><b>EXPERIENCE:</b> Sufficient experience to do full journeyman level work or independently perform the standard duties usually found in the particular type of work.</p>	1 year - 3 years
<p><b>CONSIDERABLE EXPERIENCE:</b> Sufficient experience to provide familiarity with methods, materials, equipment, and results in a wide variety of work problems in the occupational field.</p>	3 years - 6 years
<p><b>THOROUGH EXPERIENCE:</b> Broad and intensive experience in substantially all characteristic aspects of the occupation.</p>	6 years - 10 years
<p><b>EXTENSIVE EXPERIENCE:</b> Reserved for classifications specifically requiring unusually broad and intensive experience in substantially all activities characteristic of their occupation. This experience requirement has been used sparingly and for unusually exacting classes.</p>	8 years or more

**Bona fide occupational requirements**

It is essential that the advertising comply with human rights legislation. Some of the most common errors are:

- suggestion of an age preference
- use of sexist or stereotyping language
- inadvertent discouragement of persons with disabilities

When establishing conditions of employment, it is important to consider human rights legislation as it pertains to bona fide occupational qualifications.

*Continued on next page*

## Advertisement, Continued

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### Closing dates and length of posting

In determining the closing dates for advertisement, the following must be considered:

- the type of competition, whether it is open or closed
- the time required for posting

For management and non-union positions, competitions are **recommended** to be posted for a minimum of five (5) calendar days.

For bargaining positions, posting requirements in appropriate collective agreements must be respected. Refer to appropriate collective agreements for the specific length of posting requirements.

---

### Establishing official language requirements (English and French)

Departments must establish the language requirements for a competitive staffing process according to the linguistic profile of the position(s) to be staffed. Bilingual requirements must be met before advertising for a unilingual language requirement.

All regular positions must be associated with a linguistic profile prior to being advertised. Term positions of a duration of less than three (3) years are not required to be associated with a linguistic profile. However, departments must plan their regular and temporary human resources to respect their obligations under the policies on Language of Work and Language of Service.

---

### Approval of official language requirements

Linguistic profile teams must be maintained and kept up to date in the Human Resource Information System (HRIS **and/or Fusion**) prior to posting. The linguistic profile must have been previously approved by **Finance and Treasury Board**.

The competition advertisement must use the standard language requirement statements as per the template in **Appendix C**.

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## e-Recruitment and Posting Competitions

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### Policy statement

Human resources staff **may use** the e-recruitment database when filling casual/temporary opportunities, secondments and/or special projects.

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### What is e-Recruitment

e-Recruitment ([www.ere.gnb.ca](http://www.ere.gnb.ca)) is the Government of New Brunswick's web-based application that allows employees and members of the public to create and save electronic resumes that may be used to apply on-line for Civil Service competitions. e-Recruitment also offers different options for employees, the general public and for human resources staff.

#### Employees may:

- apply for open and closed (in-service) competitions
- apply for a transfer
- submit their resumes to a corporate resume database if interested in being considered for other employment opportunities within the Civil Service including secondment and special projects
- apply to the [Equal Employment Opportunity](#) (EEO) Program
- **register for GNB Mosaik Program**
  - **register for Inclusive GNB Program**

#### General public may:

- apply for open competitions
- submit their resume in a corporate resume database for general considerations for temporary opportunities across government
- apply for the [EEO Program](#)
- **register for GNB Mosaik Program**
- **register for Inclusive GNB Program**

#### Human resources staff may:

- search for and view transfer applications
- search and view e-resumes that were submitted for competitions
- search and view resumes of persons registered in the EEO Program (**restricted to HR EEO Coordinators**), **GNB Mosaik program**, **Inclusive GNB program**, **FutureGNB program**, **redeployment list and accommodation list (restricted to HR Accommodation Forum members)**.

**Note:** These lists are available outside of e-recruitment.

## e-Recruitment and the posting of competitions, Continued

### e-Recruitment internet/ intranet posting

Departments must post all their competition advertisements on appropriate internet and intranet sites as follows:

All open competitions must be posted on the following site:

- e-Recruitment ([emploisnbjobs@gnb.ca](mailto:emploisnbjobs@gnb.ca))

**All open competitions may also be posted (but not limited to) the following sites:**

- GNB website ([emploisnbjobs@gnb.ca](mailto:emploisnbjobs@gnb.ca))
- Career Beacon (NB Jobs) website ([nbjobs@careerbeacon.com](mailto:nbjobs@careerbeacon.com))
- **Corporate social media sites (Facebook, LinkedIn, Instagram etc.)**

### **Internet/Intranet Postings**

Human Resource Specialists must send the job advertisement by email to [emploisnbjobs@gnb.ca](mailto:emploisnbjobs@gnb.ca). **Human Resources will coordinate posting on alternative social media sites.**

A representative from each Human Resources Branch is responsible for updating the status of each competition on **e-recruitment** in order to provide job applicants with the most up-to-date information possible. The status change is accessible through a drop-down menu and includes:

- competition closed (no longer accepting applications)
- interviews in progress
- **testing in progress**
- position filled
- competition cancelled
- **on hold**
- **no appointment**

### **Career Beacon (NB Jobs)**

Career Beacon coordinates the posting of all open competitions on the [NB Jobs website](#) as requested by each department. Departments must send the job advertisement by email to [nbjobs@careerbeacon.com](mailto:nbjobs@careerbeacon.com) to indicate their intention to post.

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## Step 3: Pre-Interview Preparation

### Selection of the Board of Examiners

#### Selection of Board of Examiners

The Board is typically composed of a

- human resources **consultant** or a designate acting as the Board Chair
- manager responsible for the position being staffed
- third person deemed appropriate to assess the candidate's qualifications.

A three-person Board of Examiners is not required in all circumstances. However, the Board must always contain a minimum of two (2) people (one being the Board Chair).

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#### Responsibility of Board of Examiners

The Board of Examiners is responsible for

- ensuring that a current position competency profile is on file prior to a competition
- ensuring that the process is free of favouritism **and discrimination**.

It is recommended that a consistent Board of Examiners screens and interviews all candidates. It is recognized that this may not be possible in all circumstances.

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### Competition Screening

#### Overview

This section outlines:

- procedures for screening and scheduling testing and interviews
  - practices concerning special considerations (e.g. payment of expenses for applicants)
  - examples of different examinations
  - procedures for language proficiency assessments
- 

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## Competition Screening, Continued

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### Screening worksheet

The Board of Examiners starts the screening process by completing the screening worksheet (see **Appendix D**). **The screening worksheet should be saved electronically with the competition file.**

The screening criteria included on the worksheet will be completed according to the essential qualifications, language requirements and any asset qualifications that have been used as part of the screening process.

Any equivalency used in screening for education and/or experience qualifications must be clearly stated on the worksheet.

---

### Testing

Job-related testing may be administered to applicants, as a screening tool, as a stand-alone tool, or in combination with other assessment methods.

Some examples of examinations are:

- general aptitude or competency tests
- computer tests
- in-basket exercises
- simulation exercises
- **presentations**
- work samples
- written examinations
- case studies (written or oral)
- role-playing (hypothetical situation)

Note: Job-related tests could also be used as an assessment tool (see Assessment Methods section).

Written tests are used to assess a variety of technical competencies, however, they are not intended to assess language. Requests for language evaluations are sent by the departmental coordinator or designate. Associated costs are the responsibility of the hiring department.

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## Competition Screening, Continued

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### Official Languages proficiency assessment

When recruiting for a position with a **bilingual** requirement, departments must ensure that:

- the level of language proficiency necessary for the position is selected prior to evaluating candidates (see **Appendix A**). This level must be based on the requirements of the position as well as the ability of the position's linguistic profile team to meet its obligations with respect to the policies on Language of Work and Language of Service.
- candidates identify the official language they prefer for their interview and that the Board of Examiners has the linguistic competency necessary to conduct an evaluation of the candidate's answers in the language selected.

Candidates are to be formally evaluated in the official language they did not choose for their interview. All candidates who are potentially "qualified" must present or obtain a valid Oral Proficiency Certificate before an offer of employment is made. **Exceptions can be made if the department has the capacity to support language training.**

Finance and Treasury Board is responsible for the oral, reading and writing language proficiency evaluation process.

**Note:** Written official languages assessments are not mandatory when recruiting for a position with a bilingual requirement.

When recruiting for a position with a **bilingual** requirement, departments must ensure that:

Language selected for interview	Oral Proficiency Certificate
English	French
French	English

When recruiting with a **unilingual** requirement, departments must ensure that:

- candidates who elect to have their interview in a language that is different than the language requirement advertised must present or obtain a valid Oral Proficiency Certificate for the language requirement advertised for the position.

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## Competition Screening, Continued

Language requirement	Language selected for interview	Oral Proficiency Certificate
English	English	Not required unless the Board of Examiners is not satisfied that the candidate has met the communication requirement of the position. In this case, the Board may request a formal oral language evaluation in English.
French	English	French
French	French	Not required unless the Board of Examiners is not satisfied that the candidate has met the communication requirement of the position. In this case, the Board may request a formal oral language evaluation in French.

### Managing the volume of applications

The Board of Examiners should make use of established merit criteria to ensure a sufficient number of candidates are screened in for interview and/or examination purposes. Any combination of asset criteria may be used in combination with essential criteria for screening purposes.

When determining a manageable number of candidates for each competitive process, the board of examiners must be conscious of striking a balance between the values of fairness, accessibility, transparency and efficient use of government resources. A manageable number ensures that recruitment is conducted in the most efficient and resourceful way possible to ensure effective management of the number of candidates who will be given further consideration.

Note: Prior to deciding whether to reduce to a manageable number, consideration should be given to the need to have established lists for future positions or an inventory.

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## Competition Screening, Continued

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**Late applicants** Accepting applications after the closing date will, for the most part, be determined by the response to the competition or, to a lesser degree, by events such as a holiday season.

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**Competition closing date** If the application numbers are low or there is no response, the department may wish to extend the closing date while conducting a search for applicants. The department may also advertise without a closing date by using a statement such as “The competition will remain open until a successful candidate is selected, or until the competition is closed”.

Any deviation from the normal procedure must be recorded in the competition file.

---

**Canceling a competition** When cancelling a competition, departments are required to advise candidates. Justification for cancelling the competition must be documented and included in the competition file.

Note: As an appointment was not made, the complaint process outlined in Section 33 of the *Civil Service Act* does not apply.

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## Applications from Non-Canadian Citizens

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**Guidelines for hiring non-Canadians** Specific guidelines are to be followed if an offer of employment is being made to a non-Canadian (please also see the section below on the Atlantic Immigration Pilot).

Immigrants who have been granted permanent resident status have the employment rights of Canadian citizens other than in situations involving high security clearance. In these cases, applicants must be treated as non-Canadian.

Non-Canadians may apply to work in Canada as temporary workers or as immigrants as defined by Citizenship and Immigration Canada. For information on these procedures visit [www.cic.gc.ca](http://www.cic.gc.ca)

When hiring non-Canadians, employers must initially give priority consideration to Canadians who meet the job requirements. However, if the department can attest that sufficient attempt to hire a Canadian have been made, and that this hiring will not adversely impact Canadian workers, there are

immigration programs and/or temporary foreign worker programs available to hire an individual residing outside the country.

The Department of Post-Secondary Education, Training and Labour's (PETL) Population Growth Division, who provides support to several immigration programs, may assist departments who wish to offer permanent, full-time employment to foreign workers, including hiring international graduates. For details, see <http://www.gnb.ca/immigration>.

**International graduates of Canadian institutions**

International graduates of Canadian educational institutions are a unique category of applicants. Employers are not required to obtain a **Labour Market Impact Assessment** (LMIA) to hire. Graduates are eligible for open work permits for up to three years.

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**Provincial Nominee Program**

The New Brunswick Provincial Nominee Program may assist the immigration process for workers with permanent, full-time job offers. This includes international graduates. For details, see <http://www.gnb.ca/immigration>

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**Regulated trades and professions**

For positions in regulated trades and professions, applicants must be able to demonstrate recognition of their credentials and their eligibility for licensing. For information on assessment of international credentials, see Canadian Information Centre for International Credentials (CICIC), at <http://www.cicic.ca>.

## Assessment of Candidates

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### Questions surrounding candidates' qualifications

The qualifications required for the position are the basis for assessing the candidates. However, several decisions have to be made to go from this list of attributes and accomplishments to a decision that one or more candidates are qualified. For example:

- How will the qualifications be measured or assessed?
  - What is the relative importance of the qualifications?
  - How will information from different assessment tools be integrated?
  - What factors will determine the composition of the Board of Examiners?
- 

### Assessment methods

The Chair of the Board of Examiners and the manager must ensure that the best-qualified candidates are identified in a fair and non-discriminatory manner. Once the qualifications for a position have been identified, assessment methods are selected or developed. Examples of assessment methods include:

- personal interview
- work sample
- simulation exercise
- written test
- in-basket exercise
- case study (written or oral)
- follow-up interview
- job-related interview
- role-playing
- reference check
- validation check

Assessment methods must provide information relevant to the qualifications being assessed. The amount of information needed to assess a candidate's competence depends on the nature and importance of the qualification.

Assessment methods must treat all candidates in a fair and non-discriminatory manner and allow them to compete on an equitable basis. For example, reasonable adjustments should be made in assessing candidates who have disclosed a disability.

It is important to note that all essential qualifications must be measured prior to an appointment being made. However, it is not necessary to assess all asset criteria identified in the job advertisement. Only those asset criteria that were used and will form part of the selection criteria for appointment must be assessed.

Note: **The selection of assessment methods should be guided by the technical and behavioural competencies required for the job.** Behavioural Event Interviewing maximizes the validity and objectivity of the assessment of behavioural competencies and any assessment method **can** be combined with a Behavioural Event Interview. See Step 4 for more information on Behavioural Event Interviewing.

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## Selection of Questions

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### Interview questions

The Board of Examiners is responsible for selecting the appropriate questions for each competency.

Generally, there should be no more than one (1) question for each competency except for the executive leadership competencies.

Interview questions for all behavioural competencies may be found on the Talent, Organizational Development and Wellness Unit intranet site at: <http://intranet/intellinet/sdhp/staffing/staffing-e.asp>.

Note: This step may be completed at any time after the position competency profile has been developed.

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## Scheduling Testing and Interviews

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### Interview/testing schedule

Upon completion of the screening, an interview and/or test schedule is drawn up for the screened-in applicants.

The following actions should be completed when establishing an interview and/or test schedule

- ensure availability of a boardroom, testing facility (**physical or virtual and technology**) (tests, equipment, etc.)
  - ensure availability of departmental representatives
  - anticipate length of interview (this will vary depending on position)
  - build in time between interviews for candidate assessment
  - send candidates pre-interview letter while allowing sufficient time between scheduling and the date of the interview for interview preparation (five (5) calendar days in advance for BEI questions is recommended)
  - coordinate the scheduling of out-of-town applicants, if possible, so that they may arrive/depart on the same day
  - ensure access to interview room and building for persons with disabilities
- 

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## Scheduling Testing and Interviews, Continued

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### **Interview/ testing schedule** (continued)

- send copy of the interview schedule to the members of the Board
  - ensure proper forms and other assessment tools are prepared
  - ensure applicant provides proof of identity for written examination
  - ensure applicant provides proof of necessary certification, licenses, etc. (may be done at the application stage)
  - confirm with the applicant their preferred language for the interview
  - ask candidates if any accommodation is needed for the interview or the exam.
- 

### **Acknowledgment letter**

All applicants will receive initial correspondence from the department acknowledging receipt of their application (see **Appendix F** for acknowledgment letter). A consistent letter will be generated for those applicants who apply through e-Recruitment.

Only those candidates selected for further consideration will be contacted.

---

### **Pre-interview letter**

All candidates invited to an interview shall be provided with a pre-interview letter (see **Appendix G**). When possible, this letter shall be sent by email.

The pre-interview letter contains the list of BEI questions (excluding the typical probes or areas to explore during the interview) for the interview along with the competency definition (excluding levels) that will be tested during the interview.

The list of questions is only sent to applicants for the Behavioural Event Interview. Questions are not to be sent in advance for the technical competencies or for knowledge-based interview questions.

It is recommended that the pre-interview letter is sent a minimum of five (5) calendar days before the interview.

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## Scheduling Testing and Interviews, Continued

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**Pre-interview letter**  
(continued)

Research has shown that providing information to applicants on how to prepare for the interview allows them to provide the best examples that demonstrate their competencies and makes the interview less time consuming.

Note: All correspondence must be sent in the applicant's preferred official language. If a candidate has not expressly indicated their language of choice for written correspondence, letters should be sent in the same official language used by the candidate in either their initial application or other recent written correspondence on file.

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**Self-Identification Form**

All candidates invited to an interview shall be provided with an Equal Employment Opportunity Program Self-Identification Form and a Veteran Self-Identification Form at the same time as their Pre-interview letter (see **Appendix W** and **V**). When possible, this form shall be sent by email.

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**Language of interview**

Each applicant invited to an interview must be given an opportunity to be interviewed in the official language of **their** choice (regardless of the language requirements of the position).

It is the responsibility of the hiring department to ensure that the Board of Examiners has the necessary language capability to accommodate the language needs of the applicants.

---

**Alternative interview arrangements**

It is an acceptable practice to **utilize technology** (i.e. phone, videoconference) to conduct interviews.

Note: If alternate interviews are arranged, it is recommended that, prior to any official letter of offer, the Board of Examiners meet the possible successful candidate in person.

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**Candidate travel expenses**

At the discretion of the department, travel expenses for candidates attending examinations or interviews may be reimbursed (see travel directive AD-2801 for more information).

If the Department will not be reimbursing costs, the candidate should be advised in advance of the interview.

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## Preference for Veterans

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**Purpose** Preference for veterans in the hiring process is granted under section 10 of the *Civil Service Act*. In order to be given preference, the candidate must first demonstrate they meet the definition of veteran for the purposes of the *Act*.

---

**Definition** “veteran” means a Canadian citizen who has rendered military service

- (a) for at least three continuous years as a member of
  - (i) the regular force and has been honourably released, or
  - (ii) the primary reserve, and if no longer serving, has been honourably released,
- (b) for at least three continuous years and whose service, in the opinion of the Minister, is equivalent to subparagraph (a)(i) or (ii) as a member of
  - (i) the armed forces of Member State of the North Atlantic Treaty Organization, or
  - (ii) **His** Majesty’s Forces, or
- (c) as a member of a class of persons designated by the regulations as having rendered meritorious service.

---

**Self-Identification Process** All candidates selected for an interview will receive a Veteran Self-Identification Form (see **Appendix V**) along with their pre-interview letter.

The completed form must be submitted to Human Resources at the time of the interview, or prior to the creation of the eligibility list, in order to be eligible for preference in that staffing process.

A new self-identification form is required for each staffing process.

---

**Appointment** In order to be given preference in the hiring process, the candidate must first demonstrate they are among the most qualified candidates. Eligibility for preference is to be clearly noted on the eligibility list, next to the candidate’s name (see **Appendix H**).

Deputy Ministers or designates must appoint those candidates eligible for preference before appointing any other candidates from the eligibility list.

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# Preference for Equal Employment Opportunity Program

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**Purpose** Candidates registered with the Equal Employment Opportunity (EEO) Program are granted preference in the staffing process. In order to be granted preference, candidates must first demonstrate they meet the definition of one of the three groups eligible for the program.

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**Definitions** The three groups eligible for the EEO Program are defined as follows:

- **Aboriginal:** an Aboriginal person is a North American Indian, a member of a First Nation, Métis, or Inuit who identifies with the Aboriginal community culturally and/or linguistically. Métis are people who have Aboriginal ancestry, who self-identify as Métis, and who are recognized by the Métis Nations. Inuit are the Aboriginal inhabitants of Northern Canada.
- **Persons with disabilities:** individuals who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full participation in society on an equal basis with others
- **Members of visible minorities:** members of a visible minority group are persons in Canada, other than Aboriginal peoples, who are non-Caucasian. Some people who are members of a visible minority group were born in Canada; others have come here from other countries.

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**Self-Identification Process** All candidates selected for an interview will receive an Equal Employment Opportunity Program Self-Identification Form (see **Appendix W**) along with their pre-interview letter.

The completed form must be submitted to Human Resources at the time of the interview, or prior to the creation of the eligibility list, in order to be eligible for preference in that staffing process.

A new self-identification form is required for each staffing process.

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## Preference for Equal Employment Opportunity Program, Continued

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**Appointment** To be given preference in the hiring process, the candidate must first demonstrate they are among the most qualified candidates. Eligibility for preference is to be clearly noted on the eligibility list, next to the candidate's name (see **Appendix H**).

Deputy Ministers or designates **should** appoint those candidates eligible for preference before appointing any other candidates from the eligibility list.

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### Step 4: Behavioural Event Interviewing

#### Opening the Interview

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**Welcoming  
Comments**

The purpose of **welcoming comments** is to explain the interview process and put the candidate at ease (see **Appendix I** for an opening script).

The following should be included in the **welcoming comments**:

- introduction of the members of the Board of Examiners
- explanation of the purpose of the interview
- explanation of the structure of the interview and how it will unfold
- explanation of the reason for and importance of notetaking by the Board members
- Explanation of specifics about the position, **public service and team culture**

It is recommended that a question focusing on the career history of the candidate be used to begin the interview. This will help the candidate feel at ease prior to asking the more detailed, competency-based questions. This question should not be formally rated. The career overview should be relatively short, as this is not the focus of the interview.

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## Conducting the Interview

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### Competency assessment process

Once the candidate has given a career overview, begin the competency assessment process by asking candidates the questions which were provided in the pre-interview letter (see **Appendix G**).

These questions are designed to get the candidate to start talking about a specific event relevant to the competency being assessed.

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### Structure of an event discussion

The discussion of a specific event starts with the targeted question and ends with the natural conclusion of the event.

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### Targeted questions

The interview questions used to obtain codable information are called the *targeted questions* because they are looking for a specific competency.

The candidate is asked to provide detailed accounts of one event from recent years.

After asking the question, provide the candidate with a few minutes to recall the event.

---

### Probing

Probing is a technique used by the interviewer to stimulate discussion and obtain more information. Probing is critical for gathering codable information and for identifying if any additional competencies are being demonstrated.

Probing normally consists of asking “open-ended questions” except when the interviewer needs to understand a specific element of the event in which case probing shall be more direct.

Specific elements include but are not limited to:

- the title or a caption of the event, role, who was involved
- interviewees job function or title (at the time of the event)
- others involved
- a brief summary of the event
- the steps (or milestones) that the candidate followed
- the time between the beginning and end of the event, including the outcome of the event

Once a sound understanding of how the candidate behaved in this event is obtained, and the event arrives to its natural conclusion, the interviewer usually

asks if the candidate has anything else to add about **their** involvement in this event. If there is no additional information, the interviewer should move on to the next question.

---

**Probing**  
(continued)

The interviewer would typically probe when

- **it is not clear what someone said, did, was thinking, or was feeling** (if relevant, i.e. feeling stress)
  - there is an interaction between two people (**conversations, reactions, impact**)
- 

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**Common  
probing  
techniques and  
questions**

In case of doubt, the interviewer should ask candidates to move on by asking “what happened next?”

For more information on coding, refer to the Knowledge Centre (<http://intranet.gnb.ca/NBISA-ASINB/isa/ilearn/ilearn-e.asp>).

Probing questions are designed to encourage the candidate to start talking about specific events or experiences. The objective of probing is to demonstrate evidence of the competency being assessed.

Examples of common probing questions are

- What happened next?
- Walk me through that (incident) (meeting), etc.
- What was your role?
- Can you tell me what you said to them?
- Can you tell me what you mean by . . . ?
- What went through your mind...?
- How did it start?
- Tell me about...X. What led up to it?
- What were some of the specific things you talked about?
- Let’s go back. When you... (left the meeting) (etc.)...how did you feel?
- What happened after that? What were the critical next steps?
- Let’s go back. You said that there was planning involved. What were the specific steps in your planning process?
- What happened then?
- What other key things happened?
- What did you find most challenging about....?
- How did you do that?
- What did you say or do?
- Why did you...?
- What were your next steps?

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## Conducting the Interview, Continued

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**Taking codable notes** Codable statements must describe behaviours that are attributable to the interviewee.

Codable information is detail received from candidates that demonstrates what competencies and what levels they have demonstrated in the past. Codable information reveals a candidate's thoughts, feelings, and behaviours. Information is codable if it is logically similar to a behavioural level listed in a competency.

Codable statements must describe

- behaviours that are attributable to the interviewee
- who the action (if there is one) is being performed on
- completed specific behaviours
- clear and specific events performed in the past (not generalities, clear beginning and end)
- the interviewee's explicit thoughts/feelings/actions at that time

There are 5 kinds of information (**FACTS**) that will give the codable detail required

- feelings
- actions taken
- conversations
- thoughts
- situation/context.

It is not required to note everything the candidate says. What is important is the information that is relevant to the competencies and understanding the context of the event.

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*Continued on next page*

## Closing the Interview

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### Items to cover when closing the interview

The Chair of the Board of Examiners can begin to close the interview by

- outlining next steps/timelines
  - **asking the candidate if they have any questions, and responding to same related to the position or the interview process**
  - confirm availability, criminal record information (if required) and references (**advising references will be contacted if candidate makes it to that step of the process**).
  - thanking the interviewee and advising them to contact the Chairperson if they have further questions
- 

## Step 5: Candidate Evaluation and Selection

### Evaluation Process

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#### Evaluation steps

The process for evaluating candidate information is as follows:

1. review one candidate at a time
  2. rate the candidate on each competency
  3. look for behavioural examples to support ratings
  4. complete the Applicant Rating Guide (**see Appendix L**)
  5. determine candidate rating.
- 

*Continued on next page*

## Evaluation Process, Continued

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### Step 1 – Review one candidate at a time

The most effective time to review a candidate's interview is immediately following each interview.

Candidates should only be compared to the levels established on the rating guide and should not be compared to other candidates to determine a comparative score. This is not the purpose or method of determining competency ratings. **Ensure you have rated the candidate against the pre-determined competency level only.**

---

### Step 2 – Rate candidate on each competency

Rate each competency one at a time by following these steps

1. Review all the information in comparison to the rating scales dictionaries in the behavioural competency dictionary or from the Executive Leadership Competencies <http://intranet/intellinet/sdhp/staffing/staffing-e.asp>, that has been collected on each specific competency, including all codable and collateral information relating to each competency that has come out in different questions.

Collateral information is information collected relating to a competency as a result of a question designed for a different competency. Collateral information shall only reconfirm or raise the level of the competency attributed to the candidate.

2. Select the behavioural level that best describes what the candidate demonstrated about the competency. When in doubt, be conservative with the rating.

Note: Overview and probing notes should be used when deciding on a rating level for each competency. Ratings must only be made after all the codable information has been considered.

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*Continued on next page*



## Evaluation Process, Continued

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### Step 3 – Look for behavioural examples to support ratings

Look for behavioural examples from the competency dictionary or from the Executive Leadership Competencies <http://intranet/intellinet/sdhp/staffing/staffing-e.asp> to support the ratings.

The intent is to base ratings on evidence, not on “gut feeling” or “intuition”.

If the candidate depicted a “solid” level 3, with some hint of a 4 (but no *real* evidence of the level 4), then the rating should be at a level 3.

The level that is recorded is the level that shall be explained and justified.

---

### Step 4 – Candidate rating

The Chairperson leads a discussion on each competency to achieve consensus on the rating.

Each competency is rated separately and is based on the competency profile determined by the Board of Examiners.

A rating of A (most qualified), B (qualified) or NQ\* (not qualified) is applied in correlation to the minimum and desired levels previously set by the Board. From there, the Board determines the overall assessment of either A, B, or NQ.

\* Candidates who have received an NQ on any competency are not qualified overall for the position.

**Competency Rating** – The Board must set the standards of what will constitute an overall assessment of either A, B, or NQ prior to beginning the interview process. Each competency is rated separately and based on the standards set, resulting in an overall rating being determined.

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*Continued on next page*

## Evaluation Process, Continued

**Step 5 –  
Complete the  
applicant rating  
guide**

Enter ratings, supporting comments and evidence into the Applicant Rating Guide (see **Appendix L**).

The Board must provide for each applicant interviewed a narrative comment supporting its overall rating of either A, B, or NQ. The narrative should include sufficient documentation to provide a clear picture of the applicant and their responses to the questions asked.

Note: The overall rating will determine which candidates are placed on the eligibility list for selection.

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## Reference Checks

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**Introduction**

Reference checks may be conducted at the discretion of the Board of Examiners (see **Appendix M**).

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**Purpose of  
checking  
references**

Reference checking validates that the Board is finding the most qualified person who is also a good fit for the position. By conducting reference checks, you may avoid costs associated with failed probationary periods and poor performance.

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**Consent to  
contact  
references**

Prior to contacting references, verbal consent must be obtained from the candidate. This may either be obtained during the interview process or prior to contacting references.

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## Reference Checks, Continued

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### Who should be contacted

Candidates may be required to provide names of references who supervised their work. If the candidate's current employer does not know they are seeking work elsewhere contact previous supervisors.

Reference checks are recommended particularly when a candidate is outside the Civil Service. A minimum of two references are recommended.

For employees, past performance evaluations may substitute the reference check process.

Note: If the Board has not obtained a reference from the candidate's current supervisor and the Department is preparing to make an offer to that candidate, it is important that the letter of offer (see **Appendix O**) state that it is contingent on a satisfactory reference check with the candidate's current employer.

---

### Responsibility for reference checks

The responsibility for checking references rests with the Board of Examiners.

---

### Conducting reference checks

If reference checks are being conducted, the Board is only required to conduct them on A candidates.

Reference checks may be conducted by phone, in person, or by e-mail whichever is most convenient for those involved.

It is important to:

- identify yourself, your title, organization name and tell them you are calling about a reference for a candidate you are considering
  - ask if now is a good time to talk or whether they would rather schedule a call at a later time
  - make sure they understand that you have consent from the applicant and that all responses will remain confidential
  - it is important to give a brief description of the role you are considering the applicant for, so that they may comment in context
  - give them time to answer your questions
- 

*Continued on next page*

## Reference Checks, Continued

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**Conducting reference checks**  
(continued)

Throughout the reference check, it is important to accurately document the reference information. Legible, complete and detailed notes will ensure you may properly assess the reference information once the reference check is complete.

If the results of a reference check are not favourable, the applicant's name may be removed from the eligibility list based on this supporting documentation.

Note: Reference checks are obtained in confidence and **are stored on the shared drive within the department**

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## Eligibility List

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**Authority**

Section 12(1) of the *Civil Service Act*.

---

**Who makes the eligibility list?**

Each candidate in a competition must be awarded one of the following assessment scores when establishing an eligibility list

- **A**, to those most qualified
- **B**, to those qualified
- **NQ**, to those not qualified.

Place on the list, surname first in alphabetical order, the names of all candidates who have been awarded the assessment score of A. All candidates on the eligibility list must meet the established criteria for an A rating that was established by the Board of Examiners prior to conducting any candidate assessments. Once the A candidates list is exhausted, then all qualified (B candidates) may be placed on the list to be considered for appointment.

**Note:** Candidates must be equally qualified statement refers to the actual A, B and NQ converted scores and not to the actual competency levels. For example, if a candidate scores a level 4 and another one scores a level 3 on a competency with a desired level of 3, then both candidates receive an A rating on that competency.

---

**Period of validity** An eligibility list is valid from its effective date for a period to be determined by the Deputy Head but not to exceed twenty-four (24) months.

---

**What to include on the eligibility list?** The following should be included on the eligibility list (see **Appendix H**):

- classification of the position
- working title
- location of the position
- language proficiency consistent with requirements
- period of validity
- when flexible classifications are advertised, an indication of the level at which the candidate(s) is qualified
- eligibility for preference as a candidate registered with the EEO Program or who meets the definition of “veteran” under the *Civil Service Act*
- appropriate remarks

---

**Appointments from existing eligibility lists** The primary method to fill vacancies within the Civil Service is by advertising competitions to give all possible candidates the opportunity to apply.

However, the sharing of existing eligibility lists is permitted between departments and agencies of the Civil Service (for the definition of Civil Service, see regulation [93-137 Section 3 of the Civil Service Act](#)), **if signed consent of the applicant is received in advance.** For a list of existing eligibility lists by classification, see <http://intranet/intellinet/sdhp/staffing/staffing-e.asp>.

The position for which an existing eligibility list will be used for appointment must be of:

- same classification
- similar scope and responsibility

. . . as the position which was originally advertised.

If a candidate is selected and hired from an existing eligibility list, the candidate’s name must be removed from the list unless the employment is of a temporary or casual nature.

In order to share an active eligibility list the requesting department must follow the process below once signed consent is received from the applicant:

Step	Action
1.	<b><u>Human Resources</u></b> of the department who wishes to use an existing eligibility list requests a copy of the original eligibility list from <b><u>Human Resources</u></b> of the department who originally ran the competition.
2.	The department who ran the original competition provides a copy of <b><u>the signed consent form along with the</u></b> original eligibility list containing all names to the requesting department.
3.	The hiring department notifies the original department of the appointment.
4.	The original department includes <b><u>a copy of the notification</u></b> in the original competition file so that the name shall be removed from the existing eligibility list. The original department is responsible to modify the eligibility list.

## Candidates with Criminal Convictions

### Guidelines for considering candidates with criminal convictions

The following are guidelines for considering applications from individuals who have been convicted of a criminal offence and not received a pardon.

A record of a criminal offence is not, in itself, a barrier to appointment in the Civil Service. When a qualified person with a criminal record is eligible for appointment, the following factors must be considered in relation to the position to be filled:

- the nature of the offence for which the applicant was convicted
- when the offence occurred
- the specific requirements and responsibilities of the position
- the applicant's work record and behaviour since the offence occurred

The applicant would normally be expected to have fulfilled the commitments imposed as a result of the offence. The above factors must be considered as they relate to the legitimate concerns of the employing department for the security and safety of its property and other employees, as well as its public reputation.

Therefore, it is recommended that any such situation be brought to the attention of the Deputy Head or designate to assist in weighing the rights of

job applicants against Government's responsibility to ensure the welfare and protection of the public.

---

**Criminal record checks**

There may be situations where criminal record checks are justified for certain positions. Such positions are:

- positions of trust, in which the employee exercises a considerable degree of control over clients
  - positions dealing with court proceedings or with evidence which may be submitted in court
  - positions where the employee has access to information and goods critical to government business
- 

**Obtaining a criminal record check**

Job applicants may obtain criminal record checks from their local Royal Canadian Mounted Police detachment or police agency. There is normally a fee involved, which may be paid by the recruiting department or the candidate.

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*Continued on next page*

# Appointment of the Candidate

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**Appointment process**

Appointments to vacancies in departments and agencies may be affected by various processes. The usual procedure requires that:

Step	Process
1.	The vacancy is advertised and applicants receive consideration in a competition.
2.	The Deputy Head or designate makes a selection from an eligibility list.
3.	The appointment document is signed by the Deputy Head or designate (i.e. the letter of offer or the General Change Form).
4.	The successful candidate is made an offer of employment using the letter of offer template found in <b>Appendix O</b> .

---

**Appointment authority**

Under the provisions of the *Civil Service Act* and Regulations, the Deputy Minister of Treasury Board has delegated the appointment authority to the Deputy Head of each department within the Civil Service with the exception of PB10+. (see **Appendix Y** for process steps)

The Deputy Head is given the option of delegating the appointment authority to Assistant Deputy Ministers, as appropriate.

In order to make an appointment, positions must be established and classified.

---

**Oath of office**

Employees shall, upon appointment to the Civil Service, take and subscribe an Affirmation/Oath of Office (see **Appendix N**) as outlined in Section 22 of the *Civil Service Act*. Signing the Affirmation/Oath of Office is a condition of employment.

The Affirmation/Oath of Office form is to be returned to Human Resources Branch within 30 days of the effective date of their employment and is to remain in the individual's personnel file in the Department.

---

**Probationary period**

A probationary period is mandatory on appointment to the Civil Service as outlined in Section 23.

Managing the probationary period is the final stage of the recruitment and selection process.



The length of the mandatory probationary period is a minimum of six (6) months.

Probation is a trial period that gives the employee a bona fide opportunity to demonstrate their suitability for continued employment.

In turn, the employer has an opportunity to assess the full potential, competencies and capabilities of the employee and a responsibility to assess whether the employee possesses satisfactory qualifications and suitability for regular employment. The assessment includes:

- work performance
- work habits
- productivity
- attitude and compatibility
- attendance and punctuality
- any other matter that is linked to the performance of the job and expectations

It is essential that employees be given a workplan on commencement to ensure that all parties are clear on the standards against which their probation will be assessed.

It is the responsibility of the department to provide a written notice of the individual's employment status prior to the expiration of the initial six (6) months of employment. Failure to give this notice will result in the employee gaining regular status.

---

**Extension of probationary period**

Two (2) weeks prior to the expiration of this six-month period, the Deputy Head or designate may extend the probationary period for further periods of three (3) months, if required. **The total probationary period shall not exceed twelve (12) months.**

---

**Waiver or reduction of probationary period**

When an existing employee (as defined in the *Civil Service Act*) is appointed to a new position, the probationary period may be waived or reduced and must be noted in the letter of offer. If it is waived, Deputy Head approval is required.

Individuals whose probationary period has not been waived should clearly understand that the probationary period applies and that rejection could result.

---

**Rejection during probationary period**

An employee who does not meet performance standards may be rejected at the conclusion of their probationary period (*Civil Service Act*, Section 23(4)).

The Deputy Head may provide the notice at any point during the probationary period but, at a minimum, shall provide notice no later than two (2) weeks prior to the conclusion of the employee’s probationary period.

Documentation is critical in demonstrating the employee has been given a reasonable opportunity to meet the requirements.

---

**Salary determination**

The salary that a candidate receives on appointment is regulated by collective agreements and management and non-union human resource policies.

The pay step offered should be consistent with the applicant's qualifications, and/or other factors such as market conditions and recruitment and retention challenges within the established pay plans.

---

**Letter of offer/ appointment documentation**

Once the Deputy Head or designate selects an applicant from the eligibility list, an offer of employment is prepared (see **Appendix O**).

The letter of offer must contain all conditions of employment such as residency requirements, maintenance of necessary licenses, etc.

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**Documents required from successful candidate**

When an offer of employment has been made, a signed acceptance contained in the original letter of offer must be returned with the following documents to the department:

- social insurance number
- proof of age
- affirmation/oath of office
- TD1 forms
- direct deposit form

Note: Proof of credentials will be required (diploma, degree, certificate, license, etc) for certain positions and should be requested during the application or interview process.

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**Error in letter of offer**

Any error in the offer letter, such as incorrect salary, effective date of appointment, inadvertently omitting mention of probationary period, or any other pertinent information, must be communicated to the candidate as soon as possible.

A new letter of offer or amending letter must be signed by the Deputy Head or designate.

---

**Appointment  
by positive  
recommendation**

After the screening, if the competition results in only one candidate being found to possess the essential merit criteria, and the candidate is employed in the department conducting the competition, the Board of Examiners may place the candidate's name on the eligibility list upon receipt of a positive recommendation.

Asset qualifications cannot be used for the purposes of Appointment by Positive Recommendation.

A positive recommendation is a written attestation from a supervisor who is in a position to assess and is familiar with the candidate's abilities.

Note: Positive recommendations shall only take place where employees are in Civil Service positions on the plan of establishment.

---

**Covering-off  
appointment**

Covering off appointments:

- may be used when a person meets some of the requirements of the position and will be able to meet the full position requirements within a reasonable time period (see Appointment of Students)

A person employed on a covering-off basis will be paid at the rate of pay commensurate with that person's qualifications.

At such time as the person qualifies at the full working level, the salary and classification will be changed to the rate of pay for that level.

Where it is anticipated that a covering-off situation may occur, the advertisement should provide for this by including a clause with options in terms of qualifications and salary level such as: "if there are no candidates screened in who meet the desired level, candidates at a lower level may be considered".

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# Finalizing the Competition

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## Competition file

All documentation used in the assessment of candidates must be retained in the competition file.

The competition file must contain the following documents:

- copy of job advertisement
- **consultation with accommodations**, redeployment, and official languages
- screening criteria and screening guide (a written statement of the essential qualifications required for screening purposes)
- acknowledgement letter
- pre-interview letter
- the reason for rejecting applicants during the initial review of qualifications must be recorded on a screening worksheet (see **Appendix D**)
- interview/testing schedules
- interview questions and expected responses, where necessary
- notes taken during the interview
- copy of any tests/examinations and the anticipated responses
- rating form for each applicant, stapled to the applicant's documents
- a concise narrative to support the Board of Examiners' assessment (be included in the comments section of the applicant rating guide) (see **Appendix L**)
- if a competition is cancelled the reason should be noted in the file
- the eligibility list
- miscellaneous correspondence related to the competition file
- copy of second language certificate, where applicable
- letter of offer and acceptance of successful candidate
- any further correspondence to candidates regarding the feedback/complaint process

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## Closing the competition file

It is the responsibility of the department to ensure that

- the respective board members sign the applicant rating guide
- documents for each candidate are attached to the application/resume and placed in alphabetical order
- the list of applicants and eligibility list are at the front of the file
- screened-in candidates must be notified if no appointment is made as a result of a competition. (The complaint process under Sections 33(1) of the *Civil Service Act* does not apply.)

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## Finalizing the Competition, Continued

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**Closing the competition file**  
(continued)

Should an offer be refused then the documents of the applicant who refused the job offer are to remain with the competition file.

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**Retention of competition file**

Departments should ensure that competition files are retained for three (3) years, after which time the files will be transferred to the Records Centre and be stored for seven (7) years prior to final secure destruction. For more details please refer to Classification Plan and Retention Schedules (CPRS) Employment & Recruitment 1055, Section 4 found on the [Provincial Archives Site](#).

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## Chapter 3: Staffing Programs

### Overview

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**Introduction** This chapter contains details on appointments without competitions related to staffing programs.

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**Content and Authority** This chapter contains information on the following programs:

<b>Program</b>	<b>Authority</b>	<b>See Page</b>
Provincial Redeployment Program	Section 26(1)	71
<b><u>Provincial Accommodation Program</u></b>	<b><u>AD-2921</u></b>	
Talent Management Program	Section 16(b)	74
Equal Employment Opportunity	Section 16(a)	79
Secondments	Deputy Head or designate	81
Bilingual Candidate Inventory	Deputy Head or designate	82

### NB Provincial Redeployment Program

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**Purpose of the Redeployment Program** The Provincial Redeployment Program provides employees in Parts I, II, and III who are laid-off with priority consideration for vacant regular positions being filled within the Public Service for **up to** twelve (12 months Displaced employees on the redeployment list must be considered prior to filling a vacant regular position.

Prior to advertising and/or filling a vacant regular position the Human Resources Advisor responsible for the staffing process will distribute the job opportunity to candidates on the redeployment list and allow them forty-eight (48) hours to indicate their interest in being considered further. This ensures that employees on the redeployment list are considered prior to hiring.

---

**Application**

The Provincial Redeployment Program includes employees in Parts I, II and III of the Public Service and allows employees to be placed in a position in Parts I, II and III.

**Employee benefits while on redeployment**

The following benefits are available to employees during the redeployment period (up to a maximum of twelve (12) months)

- group life insurance
- accidental death & dismemberment insurance
- health & dental plans.

During this time, the employee is responsible for 100% of premium payments (no employer cost-sharing). Post-dated cheques for the twelve (12) months must be provided to **Payroll and Benefits Branch at Service New Brunswick** at the time of lay off. Continuation of Long-Term Disability coverage is not permitted.

**Redeployment process**

The following table outlines the redeployment process

<b>Step</b>	<b>Action</b>
1.	The job opportunity is distributed to the confidential distribution list for candidates on the redeployment list.  Please note: appointments without competition must still be submitted to the Provincial Redeployment Coordinator for a release from redeployment prior to appointment.
2.	The Human Resources <b><u>Consultant</u></b> reviews the resumes of potentially suitable candidates and refers those who demonstrate the essential qualifications and linguistic requirements on their resume directly to the hiring manager. The Human Resources Section of the Department of Education coordinates referrals for Part II and the Human Resources Section of the Department of Health coordinates referrals for Part III.
3.	The hiring department / school district / Regional Health Authority/Ambulance NB Inc. / Facilicorp NB Ltd. / Fundy Linen Services, Inc. / NB Health Council contacts the potentially suitable candidates from the redeployment list to arrange for an interview for the position.
4.	If a suitable candidate is not available through redeployment, the hiring department / school district / Regional Health Authority/Ambulance NB Inc. / Facilicorp NB Ltd. / Fundy Linen Services, Inc. / NB Health Council ensures supporting documentation is obtained and kept on file, then proceeds with an alternative staffing process.

5.	Redeployed employees may be subject to a six- month probationary period when appointed to another position.
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**Employee responsibilities while on redeployment**

Once electing to participate in the Provincial Redeployment Program, employees are responsible for:

- preparing an up-to-date resume using the resume template;
- ensuring that they regularly review job opportunities they receive by e-mail and indicating their interest within 48 hours;
- ensure that they only express an interest in positions where their skills and experience meet the essential qualifications and linguistic requirements;
- actively seeking employment within and outside the public service

**Reasonable job offer**

Employees should seriously consider any reasonable job offer made.

A reasonable job offer is one where:

- the salary is comparable to the employee’s salary prior to layoff (this does not preclude appointment to a higher or a lower-level position)
- a change of work location would not create undue hardship
- the position being offered is reasonably similar to the prior work experience and qualifications

**Removal from redeployment**

If it is determined that there were insufficient reasons for declining an offer, or that an employee unreasonably refused referrals for positions, the employee’s name may be removed from the NB Redeployment program.

The decision to remove an employee’s name will be made based on information provided by the employee and the department/ school district/ Regional Health Authority /Ambulance NB Inc./ Facilicorp NB Ltd./ Fundy Linen Services, Inc./ NB Health Council involved.



# NB Provincial Accommodation Program

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**Purpose of the Provincial Accommodation Program**

Under the [N.B. Human Rights Act](#) and the supporting Workplace Accommodation Policy (AD-2921), the employer has a duty to accommodate to the point of undue hardship. At the point an employee is unable to return to work or meaningfully perform their position due to long term or permanent medical restrictions, the employer has an obligation to make attempts to accommodate the employee in an alternate position.

The Provincial Accommodation Program provides employees in need of a workplace accommodation priority consideration for all hiring within the Public Service until undue hardship has been met.

**Employees on the accommodation list must be considered prior to filling a casual, temporary, or regular position.**

---

**Application**

The Provincial Accommodation Program includes employees in Parts I, II and III of the Public Service and allows employees to be placed in a position in Parts I, II, or III.

The following table outlines the accommodation process

**Accommodation process: identifying alternate work**

Step	Action
1.	<p>Prior to advertising and/or filling a casual, temporary, or regular position the Human Resources Consultant, responsible for the staffing process, confirms with their departmental Accommodation Forum representative that there are no potential candidates to consider. This ensures that employees on the Part I accommodation list are considered prior to hiring.</p> <p>Accommodations within Part II and Part III are coordinated internally.</p>
2.	<p>If a potential candidate is identified, the department’s Human Resources Consultant, in conjunction with the Disability Management Unit, presents the resume to the hiring manager for consideration.</p>
3.	<p>If the position being filled is a reasonable accommodation option for the potential candidate, the hiring manager and Human Resources Consultant invite the employee to participate in an informal interview / meeting and assessment process.</p>
4.	<p>The hiring department documents the process and, if the request for accommodation cannot be met, includes rationale for why it would not be a reasonable accommodation.</p>

5.	If there are no potential candidates on the accommodation list, the hiring department ensures supporting documentation is obtained and kept on file, then proceeds with an alternative staffing process.
6.	For support with the Provincial Accommodation Program, please contact the Disability Management Unit at <a href="mailto:DM-GIT@gnb.ca">DM-GIT@gnb.ca</a> .

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**Accommodation forums**

Regular meetings (accommodation forums) are facilitated by the Disability Management Unit with representatives from human resources to discuss employment opportunities and possible matches for employees on the accommodation list.

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**Screening and Assessment**

In a duty to accommodate scenario, the employee may not need to meet all essential qualifications of the position and consideration of reasonable re-training options may be necessary. These situations require that an assessment be made on whether the employee could gain the necessary knowledge, skills, and abilities to perform the position within a reasonable timeframe.

- Consider the employee’s education, training, and work experience. What transferable skills does the employee have? Review their past accomplishments or project work, including any skills they may have gained through work or volunteer activities.
  - Review whether the required knowledge, skills and abilities could be learned within a reasonable timeframe through mentorship, implementing an on-the-job training and learning plan, or education / training courses.
  - Are there mandatory requirements to successfully perform the role? (i.e. Driver’s license, firearms license, specialized training, or education required to perform the duties).
- 

**Reasonable accommodation**

**A reasonable accommodation is one where:**

- It meets the employee’s limitations and restrictions; is safe and does not place the employee or co-workers at risk; or impact the employee’s potential recovery.

- The employee could reasonably perform the role based on their abilities, work experience, knowledge, and transferable skills.
- Every effort is made to place the employee in a job that maintains their rate of pay, however, this may not always be possible.
- The work is meaningful and is something the employer conceivably could pay someone to perform.
- It may not be perfect and may not be the employee's preferred job.
- The employee is considered for available positions either with or without modifications.

**Removal from accommodation list**

Employees remain on the accommodation list until a suitable permanent alternate position is identified within GNB or until undue hardship has been met.

## Talent Management Program

**Purpose of talent management**

Talent management is a key succession planning tool that provides an integrated means of identifying, selecting, developing and retaining top talent within our organization which is required for long term planning.

Talent management provides a means of

- accelerating the development of employees by identifying opportunities for career growth & development within the organization
- identifying internal talent pools and transferring knowledge to others within the organization
- evaluating and planning for the projected departure of positions identified as critical for reasons of retirement or otherwise
- continuing renewal among employees of GNB.

**Eligibility**

Permanent employees identified in corporate and departmental talent pools, who meet the four-point criteria for assessing talent, namely performance, readiness, willingness and criticalness.

The Program is targeted at Pay Band 5 and above and equivalents and is broken down into 2 parts: Corporate and Departmental. **See Chapter 5** for additional information on the appointment process.

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## Talent Management Program, Continued

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**What is succession planning?**

Succession planning ensures a continuous supply of highly qualified candidates within New Brunswick's Civil Service. It is a systematic process for

- identifying critical positions that are instrumental to achieving strategic and operational goals
- anticipating gaps in those positions due to retirements and other factors
- defining the qualifications and competencies required to perform successfully in the positions
- implementing focused strategies to attract and develop pools of qualified candidates who will be ready to assume critical positions as they become vacant
- enabling individual employees to become "the best they can be" and helping them to get ready for emerging opportunities
- facilitating the timely transfer of knowledge from incumbents to successors
- ensuring that supportive strategies and processes are in place to retain and fully engage employees.

**Factors linked to critical positions**

There are several factors taken into consideration when defining whether a position is critical for succession planning purposes. These include

- Organizational impact – the position plays an instrumental role in the overall organization and a prolonged vacancy would cause serious difficulty in achieving operational and strategic goals.
- Likelihood of a vacancy – the position is at-risk due to the imminent retirement of the incumbent or vulnerable due to intense skills shortages and competitive pressures.
- Difficulty to fill – the position requires specialized or unique expertise that is not readily available in GNB or the labour market.

**What are talent pools?**

Talent pools are groups of high-potential employees who are being developed to meet the competency and other requirements for critical positions that have been identified through the succession planning process.

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*Continued on next page*

## Talent Management Program, Continued

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**What is knowledge transfer?**

Knowledge transfer refers to the act of transferring knowledge from one individual to another by means of training, mentoring, coaching, documentation, or other methods such as the use of technology to capture, retrieve and share information.

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**Four-point criteria for assessing talent**

Four-point criteria for assessing talent includes

- **Performance** – refers to the employee’s current level of performance, relative to the performance goals and objectives set out in their current position.
- **Readiness** – reflects an employee’s ability to take on greater levels of responsibility in a higher-level position or in a more complex role based on demonstrated behavioral and technical competencies, assuming reasonable opportunities for development are available.
- **Willingness** – indicates the degree to which the employee is prepared and willing to assume a new role as well as the organization’s capacity to accommodate.
- **Criticalness** – indicates that the employee has been identified as critical for succession planning purposes in achieving operational and strategic goals.

**Readiness and potential categories**

Employees can be placed into one (1) of four (4) talent categories which assess their readiness and potential for movement

- **Optimize Promote/Move Now** - Currently demonstrating competencies at or above current role, fully effective/outstanding performance rating, willingness for a lateral move or promotion, ready for additional challenge broader scope. (Permanent or temporary assignment)
- **Invest Develop Higher Skills** - Currently demonstrating competencies at or above current role, fully effective/outstanding performance rating, willingness for a lateral move or promotion, focused development required to prepare for additional challenge or broader scope in next role within one (1) year. Target activities to fulfill developmental requirements. (Stretch Assignment)
- **Maximize Contribution** - Currently demonstrating competencies in current role, development based on career goals, focus on retention and recognition. (lateral move, exchange, special project, knowledge transfer).

- **Focus Current Performance** - Currently demonstrating most competencies in current role, focus on further development in current role or in another role to determine proper fit for position. Provide opportunity for a new challenge. (Recommend additional development & temporary short-term project.)

**Developmental opportunities**

Developmental opportunities include any opportunity that ensures that employees with an interest in and the potential for filling key positions are provided with the appropriate development opportunities.

Examples of challenging assignments that can be used as core developmental opportunities to build key strengths include (but are not limited to) the following

- leading a cross-functional team or committee
- working directly with senior leaders on a special project
- building a team from the ground up
- playing the role of mentor
- engaging in cross-training
- including in major strategic initiatives
- accepting a secondment or rotational assignment
- being promoted to a new role.

**Types of assignments**

The following are the types of development assignments:

- **Stretch Assignment / Special Project** – This type of assignment would provide employees the opportunity to “stretch” beyond their current abilities and further develop the employee’s behavioural, technical and leadership competencies. Examples of this type of assignment may be being assigned as lead of a corporate special project for a 6-to-12-month period, or 6-to-12-month secondment to a central agency or line department.
- **Rotational / Lateral Exchange Assignment** – This type of lateral assignment would involve an exchange of similar level employees (i.e. ADM for an ADM, Officer for an Officer). Purpose is to further develop the employee’s competencies and bring a new perspective to the department.

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*Continued on next page*

## Talent Management Program, Continued

**Types of assignments**  
(continued)

- **Permanent Assignment** - This type of assignment would involve a lateral move or a promotion to a permanent vacancy. This would provide an employee with new experience and the opportunity to enhance their current competency levels.
- 

## Equal Employment Opportunity Program

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**Purpose of the Equal Employment Opportunity Program**

The Equal Employment Opportunity (EEO) Program provides Aboriginals, persons with disabilities and members of a visible minority group with equal access to employment, training and advancement opportunities in the New Brunswick Public Service.

The Equal Employment Opportunity Program is administered by the Talent, Organizational Development and Wellness Unit at Treasury Board in partnership with government departments. It includes the maintenance of an inventory of designated group job seekers and the administration of a special hiring fund.

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**Objective**

The objective of the Equal Employment Opportunity Program is to help create a more balanced workforce that reflects the diversity of our province.

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**Participation requirements**

Parts I and II of the public service are eligible to participate in the Equal Employment Opportunity Program. They can request funding support for a term placement (up to two (2) years).

Participating departments and school districts are expected to provide work experience that offers candidates skill development opportunities and helps the employer with the delivery of their mandate. Participating departments are also expected to make every effort possible to convert the EEO term position of successful candidates into a regular position.

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**Term placements**

Subsidized funding is allocated to provincial government departments to hire persons who are considered eligible under the Equal Employment Opportunity Program up to a maximum of two (2) years.

Departments must make every effort to place successful participants in regular positions upon completion of the term placement.

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*Continued on next page*

## Equal Employment Opportunity Program, Continued

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### Eligibility to apply for competitions

- Registered EEO candidates are eligible to apply for **open** and **in-service** (closed) competition.
  - Confirmation of the EEO status will be indicated directly in the e-résumé for clients who have registered on-line using the EEO/e-Recruitment module.
  - Candidates applying for in-service competitions are advised to include a copy of their registration letter as proof of registration with the Equal Employment Opportunity Program when sending their application by regular mail.
  - Registered EEO candidates are eligible to apply for **intra-departmental** (closed) competition when they are already employed by the department that is advertising the position.
- 

### Preference in the hiring process

Candidates registered with the EEO Program are granted preference in the competitive staffing process once they have demonstrated they are among the most qualified.

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### Provision for permanent appointment

Provisions under section 16 (1) of the *Civil Service Act* allow for EEO candidates to be appointed to a regular position without competition in Part I of the public service. Departments' Deputy Ministers or designates have delegated approval to make such appointments.

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### More information

For more information and program guidelines, please consult:  
<http://intranet.gnb.ca/intellinet/ool-blo/eeo/index-e.asp>

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## Secondment

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### Purpose of secondments

A secondment occurs when a permanent employee from Part I is placed on loan within Part I or to Parts II or III of the public service.

Secondment is a staffing mechanism available for

- covering a vacancy
  - providing a particular skill or qualification for a **defined time period**
  - employee developmental purposes
  - **temporary workplace accommodation**
- 

### Eligibility

Any permanent employee presently employed in Parts I of the public service can be reassigned to another department or agency (or to another division within their department), school district, Regional Health Authority A, Horizon Health Network, Ambulance NB Inc., Facilicorp NB Ltd, Fundy Linen Services, Inc. or NB Health Council.

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### Secondment provisions

Secondment provisions include

- The employee usually continues to occupy **their** position on the plan of establishment and continues to be paid on that payroll unless the parent organization and the host organization make other arrangements.
  - Depending upon the arrangement, the parent organization may journal the payroll costs to the host organization.
  - If the secondment is to cover-off a higher classified set of duties, acting pay may be authorized.
  - Signed originals of the secondment agreement shall be provided to the parties to the agreement.
  - Generally, the applicable terms and conditions include but are not limited to: pay, insured benefits and pension, performance management, union dues, grievance procedure, seniority, travel allowances and other related expenses, duration and conditions governing return to position.
  - For an employee seconded into a bargaining position, the collective agreement governing the position in the host organization applies.
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*Continued on next page*

## Secondment, Continued

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**What a secondment is not**

A secondment does not constitute an offer of employment, nor does it promise or guarantee tenure in the host organization. At the end of the secondment, the seconded employee goes back to a position of an equivalent classification in the parent organization.

A secondment is not considered a transfer or a promotion and is done on authority of letters of agreement between the concerned parties.

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## Chapter 4: Hiring a Contingent Workforce

### Overview

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**Introduction**

This chapter contains information on staffing methods that are to be used to meet human resource requirements for a temporary and/or short-term duration.

These differ from the staffing process described in Chapter 2 in that they are not subject to the merit principle.

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**Authority**

Section 17 of the [Civil Service Act](#) provides a Deputy Head or designate the authority to make a casual or temporary appointment without competition.

The merit principle under section 6(1) and the complaint process under section 33 of the *Civil Service Act* do not apply to these appointments.

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**In this chapter**

This chapter contains the following sections.

<b>Topic</b>	<b>See page</b>
Casual Appointments	73
Temporary Appointments	75

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*Continued on next page*

## Casual Appointments

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**Introduction** The following information provides direction on the use of casual appointments to meet short-term human resource needs.

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**Definition of casual appointment** A casual appointment may be made without competition if the work requirements are non-permanent, temporary or sporadic in nature for a duration of less than one (1) year. (Refer to Chapter 5 for the appointment process to a regular position.)

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**Appointment authority** Deputy Head or designate has the authority to make casual appointments pursuant to Section 17(3) of the [\*Civil Service Act\*](#).

---

**Time limit** A casual shall not be employed in any one portion of the Civil Service for a total of more than 260 paid days in a 24-month period.

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**Procedure for converting to temporary** If the Deputy Head or designate determines that the individual is required for a longer temporary period, the casual shall be converted to a temporary appointment under section 17(5) of the *Civil Service Act* for a maximum of three (3) years including casual time.

---

**Eligibility for benefits** After six (6) consecutive months of employment, casuals hired under section 17(3) who work more than 1/3 of normal working hours are eligible for:

- appointment to a regular properly classified position based on merit, at the discretion of the Deputy Head or designate (merit could be determined through an assessment of the job performance or through competition)
- **In-Service or Intradepartmental competitions**
- benefits as follows:
  - vacation accumulation
  - sick leave accumulation (credited retroactively)
  - Basic Group Life and Accidental Death & Dismemberment insurance (provided by the employer at no cost to the employee)
  - Health, Travel, Dental and Dependent Life insurance (optional and cost-sharing benefits)

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## Casual Appointments, Continued

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**Eligibility for benefits**  
(continued)

- Optional Life and Accidental Death & Dismemberment insurance and the Voluntary Accidental Death & Dismemberment insurance (optional and 100% employee paid premiums)

**Note:** The Employee and Family Assistance Program (EFAP) is available to casual employees immediately on day one of their employment.

These benefits may continue in another department if there is no break in service. A casual is not entitled to long-term disability (LTD) and pension benefits.

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**Break in service**

The standard for a break in service for casuals is a minimum of seven (7) consecutive calendar days.

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**Essential qualifications**

When hiring casuals, departments **should** ensure that the person's qualifications are consistent with the [classification specifications](#), occupational standards and language requirements.

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**Notice period**

A written notice of two (2) weeks must be given when terminating management and non-union casuals who have obtained six (6) months of continuous employment. Please see the appropriate collective agreement for bargaining employees.

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*Continued on next page*

# Temporary Appointments

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**Introduction** The following information provides direction on the use of temporary appointments to meet human resource needs.

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**Definition of temporary appointment** A temporary appointment may be made without competition if the work requirements are expected to be for a duration between one (1) to three (3) years.

In order to make a temporary appointment departments must

- establish a temporary position
- obtain a position number through the human resource transaction (HRT) process.

Refer to Chapter 5 for the appointment process to a regular position against a properly classified position.

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**Appointment authority** Deputy Head or designate has the authority to make temporary appointments pursuant to Section 17(5) of the [\*Civil Service Act\*](#).

---

**Time limit** Consecutive temporary appointments exceeding three (3) years are not permitted.

After three (3) years, the department **must** determine if there is still a need for the individual. The two (2) options are

<p>If there is still a need, the <b>hiring manager should review the performance of the individual and determine whether they have the skills and competencies required for the position. If merit is established</b>, the individual <b>can</b> be appointed to a regular properly classified position or a term position (see Chapter 5).</p>	<p>If there is no longer a need for the individual, the <b>HR team should either refer the individual to another department in GNB in need or the individual should</b> be terminated. An individual that is terminated cannot be re-hired for a temporary appointment in the same department unless a period of twelve (12) months has passed.</p>
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## Temporary Appointments, Continued

### Time limit (continued)

An individual hired as a casual under section 17(3) may be converted to a temporary appointment if the Deputy Head or designate determines that there is a longer need for the individual. Any consecutive casual employment in the Department prior to a temporary appointment will be included in the three (3) year maximum.

---

### Eligibility for benefits

On day one of their employment, a temporary worker hired under Section 17(5) of the *Act* who works more than 1/3 of normal working hours is eligible for the following benefits:

- vacation accumulation
- sick leave accumulation
- Basic Group Life and Accidental Death & Dismemberment insurance (provided by the employer at no cost to the employee)
- Health, Travel, Dental and Dependent Life insurance (optional and cost-sharing benefits)
- Optional Life and Accidental Death & Dismemberment insurance and the Voluntary Accidental Death & Dismemberment insurance (optional and 100% employee paid premiums)
- Employee and Family Assistance Program (EFAP)
- pension (*NBPSPP*)

These benefits may continue in another department if there is no break in service.

In order to contribute to the *NBPSPP*, the temporary worker must work a minimum of 29 hours per week. Should a temporary worker be hired to work less than 29 hours per week, they are eligible to contribute to the Part-time and Seasonal pension plan if the worker is in a non-bargaining position or is a member of bargaining unit that is eligible for participation in this pension plan.

A temporary worker is not eligible for long-term disability benefits (LTD).

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### Other benefits after 6 consecutive months

After six (6) consecutive months of employment, a temporary worker hired under Section 17(5) who works more than 1/3 of normal working hours is eligible

- to apply to **In-Service or Intradepartmental** competitions (eligibility may continue in another department if there is no break in service)
  - for appointment to a regular properly classified position (see Chapter 5).
-

**Break in service** The standard for a break in service is a minimum of forty-five (45) working days. Unionized employees should refer to the appropriate collective agreement.

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**Essential qualifications** When making a temporary appointment, departments should ensure that the person's qualifications are consistent with the classification specifications, occupational standards and language requirements of the position.

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**Salary determination** Salary must be paid in accordance with the management and non-union pay plan or the appropriate collective agreement.

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**Notice period** A written notice of two (2) weeks must be given when terminating a management and non-unionized temporary worker. Please see the appropriate collective agreement for bargaining employees.

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# Chapter 5: Appointments without Competition

## Overview

**Introduction** This chapter contains specific instances and detailed requirements outlining where appointments may be made without competition.

**Policy statement** The competitive process remains the preferred method of filling vacancies. Appointments without competition must only be used in limited, unusual, uncommon, and/or exceptional circumstances except for the Equal Employment Opportunity Program.

**Types of appointment without competition** The types of appointments that may be made without competition along with the authorities under the *Civil Service Act* are as follows

Type of appointment without competition (Detailed process for the type of appointment included in this table immediately follow this section)	<i>Civil Service Act</i> Section
Specialized Professional, Scientific or Technical Appointments	15(1)
Equal Employment Opportunity Program Appointments	16(1)(a)
Talent Management Program Appointments	16(1)(b)
Appointment under lateral transfer	16(1)(c)
Regular appointment of casual/temporary	16(1)(d)(i)
Regular appointment of students/apprentices	16(1)(d)(ii)

**Other types of appointment without competition** Other types of appointments without competitions are

- appointment of a Deputy Head by the Lieutenant Governor in Council pursuant to section 3
- appointments by a Minister of an Executive Assistant and other personal staff members pursuant to Section 18. Constituency Ministerial Staff are not to be appointed under Section 18 of the *Civil Service Act*. They are to be employed under the terms of a personal service contract signed by the Minister
- appointments under the Provincial Redeployment Program pursuant to section 26
- appointments to the next level within a flexible classification series (where department may promote within the flexible range once the individual has acquired the experience, the level of responsibility and/or any other special requirement).



Note: Appointments without competition are not subject to the complaint process outlined in section 33 of the *Civil Service Act*.

---

**Policy statement**

An appointment may be made without competition when a position requires specialized professional, scientific or technical knowledge and experience and when there is a demonstrable lack of qualified candidates in the labour market.

Documents providing proof that an open competition was advertised in the last two (2) calendar years, without yielding a successful qualified candidate (see **Appendix P**).

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**Specific situations where appointment can be used**

This type of appointment is not intended to substitute the regular staffing process. It is only to be used in specific situations to fill positions that require one or more of the following

- a high degree of expertise and training
- a high degree of technical skill
- are recognized experts in their field.

Example: An Epidemiologist working at the Department of Health requires a **high degree of expertise and training** (i.e. a PhD in Epidemiology and a minimum of two (2) years' experience in Epidemiology), **a high degree of technical skills** (i.e. expertise in the area of surveillance, control and prevention of communicable diseases), **are recognized experts in their field** (i.e. reporting necessary surveillance information to Health Canada, monitoring communicable disease data at the regional, provincial, national and international levels for potential outbreaks or significant communicable disease trends and patterns, etc.)

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**Appointment authority**

The Deputy Head has the authority to make Specialized Professional, Technical and Scientific appointments pursuant to Section 15(1) of the *Civil Service Act*. Appointments under Specialized Professional, Scientific and Technical cannot be delegated.

## Specialized Professional, Scientific, and Technical Appointments

---

**Appointment process** The appointment must be based on merit, documented and kept on file. The following must be included

Step	Action
1.	The hiring department completes the Specialized Professional, Scientific, or Technical Appointment Authorization form (see <b>Appendix P</b> ) that demonstrates how the individual has the qualifications, skills and abilities to do the job and how the appointment qualified for an exception to the competitive process
2.	Provide proof that there is a lack of qualified candidates in the labour market by including supporting documentation. Documentation should include proof that an open competition was advertised in the last two (2) calendar years, without yielding a successful qualified candidate.
3.	Obtain clearance from Provincial Redeployment (see Chapter 3)
4.	Obtain an updated resume containing completed education, work experience, training, language requirements, and any other essential certification, license, qualification, or proof of membership necessary for appointment to the position (if not available through e-recruitment)
5.	Obtain successful reference checks with previous employers/supervisors, if required.
6.	Provide letter of offer (see <b>Appendix O</b> ) quoting Section 15(1) of the <i>Civil Service Act</i> signed by the Deputy Head, which serves as the official appointment document.
7.	By signing <b>Appendix P</b> and the letter of employment offer, the Deputy Head confirms that the individual meets the requirements of a Section 15 appointment and that all the documentation above is available.

**Probationary period** A probationary period of no less than six (6) months is required upon appointment.

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## Equal Employment Opportunity Program Appointments

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**Policy statement** An appointment without competition may be made to appoint a registered Employment Equity Program participant to either a term position or a regular position within the Civil Service.

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**Appointment authority** The Deputy Head or designate may authorize an appointment under the Equal Employment Opportunity Program pursuant to Section 16(1)(a) of the [Civil Service Act](#).

---

**Appointment process**

Step	Action
1.	The hiring department must obtain written confirmation of program participation from the individual prior to making an offer of employment. (Confirmation of the EEO registered status is indicated directly in the e-résumé of clients who have registered on-line using the EEO/e-Recruitment module. Departments may also request a copy of the confirmation letter by contacting EEO Program staff by e-mail at: <a href="mailto:EEO-EAE@gnb.ca">EEO-EAE@gnb.ca</a> )
2.	In order to validate the appointment, the Deputy Head or designate signs the letter of offer (see <b>Appendix O</b> ) quoting section 16(1)(a) of the <a href="#">Civil Service Act</a> , which serves as the official appointment document.

See Chapter 3 for details on the Equal Employment Opportunity Program.

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**Probationary period** A probationary period of no less than six (6) months is required upon appointment.

This period may be waived if the candidate is currently employed within the Civil Service.

## Talent Management Program Appointments

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**Policy statement** An employee who has demonstrated the desire, commitment, and potential for advancing to leadership positions may be appointed without competition under the Talent Management Program prescribed by *Regulation 93-137*.

---

**Appointment authority** The Deputy Minister of **Finance and** Treasury Board may authorize an appointment under the Talent Management Program pursuant to Section 16(1)(b) of the [Civil Service Act](#).

The appointment authority for the Corporate Talent Management Component rests with the Deputy Minister of **Finance and** Treasury Board. The Deputy Minister of **Finance and** Treasury Board has delegated appointment authority for the Departmental Component to Deputy Heads.

---

**Program components**

The Talent Management Program includes a Corporate and a Departmental component as follows:

<b>Pathway for Development</b>	<b>Target Group</b>
Corporate Talent Management Program  The authority for appointment lies with the Deputy Minister of <b>Finance and</b> Treasury Board	Permanent employees in Pay Band 6 to 12 and equivalents (coordinated by <b>Finance and</b> Treasury Board)
Departmental Talent Management Program  The authority for appointment lies with each Deputy Head.	Permanent employees in Pay Band 5 to 7 and equivalents (coordinated by departments)

**Establishing merit**

An appointment under the Talent Management Program must be based on merit. Merit must be determined based on past job performance. Employees must also demonstrate potential for future development.

**Probationary period**

The employee may be required to serve a probationary period upon appointment, at the discretion of the Deputy Head. See section on probationary period in Chapter 2.

## **Corporate Talent Management Program (Pay Band 6 to 12 and equivalents)**

**Introduction**

The Corporate Talent Management Program provides current and aspiring executives in Pay Band 6 to 12 and equivalents with opportunities to further develop their executive competencies within and/or outside their current department.

The Corporate Talent Management Program includes two (2) possible methods of appointment:

1. Corporate process: This process is coordinated on an as needed basis by the Talent, Organizational Development and Wellness Unit at **Finance and** Treasury Board. **Finance and** Treasury Board reserves the right to focus efforts on a particular cadre of employees within the identified group to meet organizational needs.

2. Ad hoc process: When the need arises, departments may submit individual requests for appointment to the Deputy Minister of **Finance and** Treasury Board.
- 

## Corporate Process

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**Appointment authority** The authority for appointment lies with the Deputy Minister of **Finance and** Treasury Board.

---

**Eligibility** All permanent employees in Pay Band 6 to 12 and equivalents who have obtained departmental support.

---

**Program objectives** The Corporate Talent Management Program strives to

- create opportunities for career development for current and aspiring senior level public servants
- support current and aspiring senior level public servants in furthering their development of the executive leadership competencies
- accelerate the development of a corporate cadre of senior level public servants in support of succession planning

Align strategic goals and human resources to enable the “right people in the right place at the right time” to achieve desired business results.

---

**Employees’ role in talent management** Employees must

- complete their Career Management Module (CMM) profile to indicate their interest in participating
- prepare for the talent conversation with their managers by reviewing their CMM profile, assessment of leadership competencies, on-the-job performance and complete their learning and development plan to discuss potential developmental opportunities and their interest in a move
- discuss their interest in specific developmental opportunities with their managers and seek departmental support to participate.

# Corporate Talent Management Program (Pay Band 6 to 12 and equivalent)

**Selection process**

The following outlines the selection process

Step	Process
1.	Deputy Ministers are provided with the names of those who have self-identified an interest in development via the Career Management Module (CMM). This information is collected through deputy minister talent interviews and/or deputy minister talent profile forms process. (Prior agreement is required from the employees before Deputy Ministers may identify individuals for consideration.)
2.	Each Deputy Minister will be asked to identify current or future vacancies, opportunities for rotational assignments or exchanges to the Deputy Minister of <b>Finance and</b> Treasury Board for consideration under the talent management process.
3.	A talent list is sent to the Executive Development Committee (EDC) for consideration and review. The EDC committee is chaired by the Deputy Minister of <b>Finance and</b> Treasury Board and consists of the Clerk to Executive Council along with two (2) additional Deputy Ministers from line departments.
4.	<b>Finance and</b> Treasury Board provides the EDC with a breakdown of the current executive vacancies and future potential vacancies (based on retirement eligibility).
5.	The EDC makes recommendations on the assignment of talent based on the assessment of candidate readiness based on performance and development, as well as consider matching them against the three categories of opportunities (see Chapter 3 for more information).

*Continued on next page*

## Corporate Talent Management Program (Pay Band 6 to 12 and equivalents), Continued

**Selection process**  
(continued)

6.	<p>The hiring Deputy Minister is provided with the recommendations of the EDC. The Deputy Minister and/or the appropriate manager in departments will meet with those individuals and conduct an interview and/or informal discussion to determine position fit.</p> <p>Note: The employee must be appointed to a properly classified vacant position on the department's plan of establishment.</p>
7.	<p>Deputy Ministers send the names of successful candidates to the Deputy Minister of <b>Finance and Treasury Board</b> for appointment under Section 16 of the <i>Civil Service Act</i>.</p>

**Individuals not selected**

Individuals who are not successful in a phase of assignments **may** remain in the corporate talent pool for future consideration. Feedback is given to the Deputy regarding why an employee was not selected so it can be shared with the employee.

**Manager role in talent management**

Managers are responsible for

- completing the talent nomination/assessment form for their employee and providing it to their Deputy Minister
- preparing for talent conversations with their employee by reviewing their performance and targeting their development by reviewing their learning and development plan
- providing regular coaching, advice and feedback.

*Continued on next page*

## Corporate Talent Management Program (Pay Band 6 to 12 and equivalents), Continued

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### Deputy Minister/ADM role in talent management

Deputy Ministers and Assistant Deputy Ministers are responsible for

- actively championing and supporting the Talent Management Program
  - engaging and holding managers accountable for developing talent and assessing performance
  - identifying developmental/promotional assignments within the department and participating in the corporate talent management process
  - participating in on-going dialogue and promotion of talent
  - support the on-going development of key talent and new generation of leaders.
- 

### Role of Finance and Treasury Board in talent management

Finance and Treasury Board is responsible for

- managing and promoting the program
  - compiling and integrating talent information produced both through the CMM data (self-identified employees) and the Deputy Minister talent data
  - providing support to the Executive Development Committee on Talent Management, Deputy Ministers, HR Directors and Managers
  - conducting Deputy Minister interviews to determine opportunities for developmental assignments and discussions on identification of key talent
  - making the appointments by preparing all letters of offer
  - communicating appointments to the organization
  - ensuring a continuous evaluation of the program.
- 

## Ad hoc Process

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### Introduction

On an ad hoc basis, and upon request of the Deputy Head, the Corporate Talent Management Program also provides Pay Band 6 to 12 and equivalents employees with opportunities to further develop their executive competencies **within and/or outside their current department.**

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## Corporate Talent Management Program (Pay Band 6 to 12 and equivalents), Continued

**Appointment authority**

The appointment authority lies with the Deputy Minister of **Finance and Treasury Board**.

**Process for appointment**

An employee who is currently in Pay Band 6-12 and equivalents is provided with a developmental opportunity or can be appointed to a vacant properly classified position provided the following steps are met

<b>Step</b>	<b>Action</b>
1.	Identify the employee targeted for development and the position to which the employee will be subsequently appointed.
2.	Analyze the skills, knowledge and abilities of the employee.
3.	Analyze the skills, knowledge and abilities required by the targeted position.
4.	Identify the gaps between the employees' current skills, knowledge and abilities and those required by the targeted position.
5.	Complete the Appointment and Commencement Authorization form (see <b>Appendix Q</b> ) demonstrating how the employee has the qualifications, skills and abilities to meet the job requirements and how the appointment qualifies as an exception to the competitive process.
6.	The authorization form is submitted to the Deputy Minister of <b><u>Finance and Treasury Board</u></b> by the Deputy Head of the department. The submission is evaluated by the Talent, Organizational Development and Wellness Unit at <b><u>Finance and Treasury Board</u></b> . If recommended, the request is approved by the <b><u>Deputy Minister of Finance and Treasury Board</u></b> .  The receiving Deputy Minister must ensure that the existing Deputy Minister supports the appointment.
7.	The Deputy Minister of <b><u>Finance and Treasury Board</u></b> informs the department that the request was granted. <b><u>Finance and Treasury Board</u></b> prepares the letter of offer pursuant to Section 16 of the <i>Civil Service Act</i> .

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# Departmental Talent Management Program (Pay Band 5 to 7 and equivalents)

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**Introduction** The Departmental Talent Management Program provides employees in Pay Band 5 to 7 and equivalents with opportunities to further develop their middle manager core competencies and/or their executive leadership competencies **within their department.**

It responds to the need to identify new and emerging talent within the department and training employees so they are ready to take on increased responsibility as the need may arise.

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**Appointment authority** The authority for appointment lies with the Deputy Head upon the recommendation of the departmental Talent Management Committee (TMC). Deputy Heads cannot delegate appointments under this program to Assistant Deputy Ministers.

A Talent Management Committee (TMC) must be formed for the Deputy Head to receive delegated authority from the Deputy Minister of **Finance and Treasury Board** to make appointments without competition under the Departmental Talent Management Program.

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**Purpose** The purpose of the Program is to facilitate the pro-active planning and development of employees and provide accelerated leadership development for employees who have demonstrated the desire, commitment, and potential for advancing to leadership positions.

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**Eligibility** All permanent employees currently in Pay Band 5 to 7 and equivalents who have completed their Career Management Module are eligible to participate. (Bargaining employees can only be appointed to non-bargaining positions and non-bargaining employees can only be appointed to non-bargaining positions.)

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*Continued on next page*

## Departmental Talent Management Program (Pay Band 5 to 7 and equivalents), Continued

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### **Program objectives**

The Departmental Talent Management Program seeks to

- create opportunities for career growth and development for public servants
  - engage and hold managers accountable for coaching and developing talent, ensuring knowledge transfer, and for differentiating performance and potential
  - accelerate the development of current and aspiring managers in support of succession planning and renewal of the public service
  - build a talent pool of future leaders by providing current and aspiring managers the opportunity to develop middle manager and executive leadership competencies through accelerated job experience and training.
- 

### **What is a Talent Management Committee (TMC)**

The departmental TMC is comprised of all departmental ADMs, along with the Director of Human Resources, and other members as deemed appropriate by the committee.

---

### **Role of the TMC**

The role of the TMC is to identify departmental developmental opportunities and make recommendations on the assignment of talent. Assessment of candidate readiness, performance and development, and matching employees against the three categories of opportunities are factors to consider (see Chapter 3 for more information). The recommendations are forwarded to the Deputy Head and are based on the approved Career Management Module.

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### **Career Management Module**

The Career Management Module identifies education and work experience to date. It also identifies the next desirable work experience and areas of development as they relate to the middle or executive leadership competencies.

This Career Management Module will assist the TMC in

- identifying internal talent pools
  - determining common training interests
  - identifying developmental opportunity gaps and needs
  - evaluating interest in critical positions
- 

*Continued on next page*

## Departmental Talent Management Program (Pay Band 5 to 7 and equivalents), Continued

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**Participation in Training** The following leadership training is suggested to further enhance leadership potential

- Machinery and Process of Government
- Public Service Management Program
- Building Leadership Capacity (formally Working with Others)
- Coaching Leaders

---

**Learning and Development Plans** A Learning and Development Plan identifies career goals, areas of development as they relate to leadership and/or behavioural competencies, and associated actions to assist employees in achieving their goals.

Employees must create their Learning and Development Plan as part of performance management and in collaboration with their immediate supervisor.

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*Continued on next page*

## Departmental Talent Management Program (Pay Band 5 to 7 and equivalents), Continued

### Departmental process for appointment

An employee who is currently in Pay Band 5-7 and equivalents can be offered a developmental opportunity or can be appointed to a vacant position provided the following steps are met

Step	Action
1.	All developmental opportunities must be vetted through the TMC.
2.	<p>The TMC reviews the opportunity and makes a unanimous recommendation to the Deputy Head. The employee must possess the requisite skills, training, competencies, knowledge and abilities to perform the job.</p> <p>Although the TMC is making a unanimous recommendation to the Deputy Head, the details on the talent pool in which the employee was selected must be identified.</p>
3.	<p>The Deputy Head reviews the recommendation and decides whether to authorize the appointment. The Department must ensure full compliance with the policy.</p> <p><i>Note:</i> If the opportunity is of a permanent nature, the employee must be appointed to a properly classified vacant position on the department's plan of establishment.</p>
4.	Interviews may be scheduled with the top candidates if deemed necessary by TMC and the Deputy Head.
5.	<p>The department must complete the Appointment and Commencement Authorization form (see <b>Appendix T</b>) demonstrating how the employee has the qualifications, skills and abilities to meet job requirements and how the appointment qualifies as an exception to the competitive process.</p> <p>In situations where the appointment is made in support of knowledge transfer and that the employee will be appointed against the same position number as an existing employee, the department must submit a position overrun request to <a href="#">Payroll and Benefits Branch</a> at Service New Brunswick. The request must include the position number, the overrun expiry date and rationale for the position overrun.</p>
6.	The Deputy Head of the department prepares the letter of offer (see <b>Appendix O</b> ) pursuant to Section 16 of the <i>Civil Service Act</i> .

## Appointment under Lateral Transfer

---

**Policy statement**

The GNB transfer process facilitates the transfer of employees from within Part I and from Parts II and III of the Public Service (see the [\*First Schedule of the Public Service Labour Relations Act\*](#) for an inclusive list).

Transfers are a viable option for departments when filling a vacancy.

---

**What is a transfer**

A transfer is a move to a position having a control point maximum which does not exceed 4.8% of the maximum rate of pay of the current position and does not constitute a promotion.

---

**Eligibility**

Regular and permanent employees presently employed in Parts I, II, or III of the Public Service who have successfully completed their probationary period are eligible to be transferred.

Individuals employed on a personal service contract, on a casual or on a temporary basis are not eligible for transfer.

---

**Process**

The Human Resources Branch of the hiring department provides required information to the Deputy Head or designate including, but not limited to

- a copy of the employee's résumé
- any essential certification, license, qualification, or proof of membership necessary for appointment to the position as required by the classification specification.

If the Deputy Head or designate reviews the documentation and is satisfied that

- the position requirements are similar to the previous position
- the competencies required for both positions are similar
- merit has been demonstrated by performance in the previous position

then, the employee may be transferred to the new position.

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*Continued on next page*

## Appointment under Lateral Transfer, Continued

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### Transfer inventory procedures

The process to appoint through the GNB lateral transfer process includes the following steps

Step	Action
1.	When a department wants to fill a vacancy by way of transfer, human resources may <ul style="list-style-type: none"><li>• review resumes on transfer lists (in e-Recruitment for Part I) and contact applicants directly for an interview</li><li>• advertise an expression of interest</li><li>• use other appropriate means.</li></ul>
2.	The Human Resources Branch must verify eligibility before a transfer is made.
3.	Reference/validation checks should be conducted by the department, if required.
4.	The department advises the successful applicant and those who were interviewed accordingly.

---

### Transfer application through e-Recruitment

e-Recruitment module in Employee Self Service (ESS) (<https://hrh.gnb.ca/ess/login.aspx?Module>) is a tool available to employees who are interested in transferring within Part I. This tool is also available to departmental human resources staff who have appropriate access.

Employee transfers may be facilitated without having their name on the transfer list.

---

### Employee responsibilities

Employees are responsible for

- verifying their eligibility for a transfer before **applying**
- withdrawing their transfer application from e-Recruitment if they are in Part I and have been successfully transferred
- re-submitting an application and an up-to-date resume if they would like their name to re-appear on the list.

Employees who do not have an email address may verify the status of their application by contacting their Human Resources Branch.

---

**Probationary period**

The employee may be required to serve a probationary period of no less than six (6) months upon appointment. This may be waived or reduced if the candidate is currently employed within the Civil Service. See Section on probationary period in Chapter 2.

---



## Regular Appointment of Casuals & Temporary Workers

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**Policy statement**

An individual hired on a casual or temporary basis under section 17 may be appointed without competition to a regular properly classified position within the Civil Service.

This process is intended for casuals or temporary workers with proven performance records. This type of appointment is not intended to substitute the regular staffing process. However, it is intended to avoid the inefficiencies of unnecessary competitions where currently employed individuals have already clearly demonstrated their merit for appointment.

---

**Appointment authority**

The Deputy Head or designate may authorize the appointment of a casual or temporary worker to a regular position pursuant to section 16(1)(d)(i) of the [\*Civil Service Act\*](#).

---

**Eligibility**

If the Deputy Head or designate reviews the documentation and is satisfied that

- the position requirements are similar to the duties being performed on a casual/temporary basis
- the competencies required for the position are similar to those required for the casual/temporary position
- merit has been demonstrated by performance in the previous position
- the individual is employed under Section 17 of the *Civil Service Act*
- the individual has a minimum of six (6) continuous months of service

then, the employee may be appointed to a regular position without competition.

## Regular Appointment of Casuals & Temporary Workers

---

**Information required**

The appointment must be based on merit, documented and supported by the following

Step	Action
1.	The individual has demonstrated the ability to meet all position requirements through job performance
2.	The individual's supervisor has provided an objective measurement of job performance
3.	An updated résumé containing completed education, work experience, training, language requirements, and any other

	essential certification, license, qualification, or proof of membership necessary for appointment to the position as required by the classification specification/occupational standard.
4.	Completed Appointment and Commencement Authorization form (see <b>Appendix R</b> ) that the employee has been assessed as having the qualifications, language proficiency, and suitability to assume the position requirements. The form must be signed by the Deputy Head or designate prior to commencement
5.	Successful reference checks with previous employers/supervisors, if appropriate.
6.	Letter of offer (see <b>Appendix O</b> ) quoting Section 16 of the <i>Civil Service Act</i> signed by the Deputy Head or designate, which serves as the official appointment document.

Note: Candidates registered with the Equal Employment Opportunity (EEO) Program are exempt from this process.

---

**Classification requirements**

Any regular appointment of casuals and temporary workers must be against a properly classified position.

A properly classified position is a position that has been classified based on duties, challenges, decision-making and organization structure. A position remains properly classified if there have been no significant changes to these aspects of the position.

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**Probationary period**

A probationary period of no less than six (6) months upon appointment is required and cannot be waived for this type of appointment.

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*Continued on next page*

# Regular Appointment of Summer Students, University or Community College Co-op Students or Apprentices

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**Policy statement**

Summer students, university or community college co-op students or apprentices may be appointed without competition to a position within the Civil Service.

This permits graduating students who have met the requirements during their student employment, co-op employment or apprenticeship to be considered for appointment to an entry-level position. Entry level appointments must be made to a position requiring limited or no experience.

This type of appointment is not intended to substitute the regular staffing process.

This process provides an effective avenue for rejuvenating the Civil Service.

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**Appointment authority**

The Deputy Head or designate may authorize the appointment of a student to a regular position pursuant to section 16(1)(d)(ii) of the [Civil Service Act](#),

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**Eligibility requirements for appointment**

The student held a paid appointment under Section 17 of the [Civil Service Act](#) for a total minimum of four (4) calendar months and performed similar duties.

Pursuant to *Regulation 93-137* of the [Civil Service Act](#), the four (4) months of employment do not have to be consecutive. Individuals may have a break between termination of student casual employment and the time required to complete their studies/apprenticeship, but in all cases shall not exceed one (1) calendar year.

A student who will be entering their final year of post-secondary studies can be presented with a conditional offer of employment prior to completing their co-op employment/summer work/apprenticeship. Example: in August the department can present the student with an offer of employment for the following spring conditional upon graduating and meeting any other necessary special requirements.

Note: In order for the department to accurately assess performance, the four (4) calendar months of work experience must be completed in the same department.

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*Continued on next page*

## Regular Appointment of Summer Students, University or Community College Co-op Students or Apprentices, Continued

---

**Information required for appointment**     The appointment must be based on merit, documented and supported by the following:

Step	Action
1.	The student has demonstrated the ability to meet all position requirements (including classification specifications and occupational standards)
2.	The student's supervisor has completed a performance evaluation and has provided an objective measurement of job performance
3.	Updated résumé containing completed education, work experience, training, language requirements, and any other essential certification, license, qualification, or proof of membership necessary for appointment to the position
4.	Successful reference checks with previous employers/supervisors, if appropriate.
5.	The Deputy Head or designate determines by way of an Appointment and Commencement Authorization form (see <b>Appendix S</b> ) that the student has been assessed as having the qualifications, language proficiency, and suitability to assume the position requirements. The form must be signed by the Deputy Head or designate prior to commencement.
6.	Letter of offer (see <b>Appendix O</b> ) quoting Section 16 of the <i>Civil Service Act</i> signed by the Deputy Head or designate, which serves as the official appointment document

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**Probationary period**     A probationary period of no less than six (6) months upon appointment is required and cannot be waived for this type of appointment.

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# Chapter 6: Feedback to Candidates on Competitive Process

## Overview

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**Introduction** This chapter contains instructions for delivering feedback as well as an outline of the process.

---

**Authority** Section 33 of the *Act* provides unsuccessful employees who applied for closed competitions with the opportunity to obtain feedback regarding the reasons why they were not successful.

---

**Policy Statement** The purpose of a feedback process is to reinforce accountability, fairness, and transparency in the competitive process as well as to openly communicate staffing decisions made in accordance with the merit principle.

Although Section 33 of the *Act* only applies to employees in closed competitions, feedback must be extended to screened-in candidates that were not successful in an open competition upon request.

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**Contents** This chapter contains the following topics:

Topic	See Page
Feedback Process	116

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*Continued on next page*

## Feedback Process

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**Purpose of feedback**

Feedback is an opportunity to share information with a candidate who is unsuccessful in a competition so that they may better understand the decision.

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**What information to share**

When delivering feedback, Human Resources must disclose any relevant information to the candidate that will assist them in understanding the reasons why they were not selected for appointment.

Feedback is focused on the candidate and not on a comparison to other candidates.

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**What information not to share**

If reference/validation checks were performed, the details cannot be shared with screened-in candidates.

The Chair of the Board Examiners, or other member of the Board of Examiners, where appropriate, may identify that the references/validation checks were not favourable and played a significant role in the final decision.

---

**How to deliver feedback**

All reasonable efforts must be made to provide face to face verbal feedback to the candidate. In certain circumstances where this approach is not viable, telephone or e-mail methods of communication may be substituted.

---

**When can feedback be requested**

The candidate has 30 days after being notified of an appointment, to request feedback.

---

**Role of the Chair of the Board of Examiners**

The Chair of the Board of Examiners is responsible for providing the feedback to the candidate in a reasonable period of time. Feedback should be guided by a philosophy of sensitivity and responsiveness to the candidate.

In certain circumstances, the Chair may defer to the Director of Human Resource, who may be the more appropriate individual to provide feedback.

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*Continued on next page*

## Feedback Process, Continued

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### Timelines for providing feedback

The Department must respond to a request for feedback in a timely manner not to exceed 30 calendar days after the date on which the Department receives it.

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### Preparing for feedback

When preparing for feedback, Human Resources must review the file to ensure familiarity with the job requirements and the selection criteria.

---

### Typical topics for feedback

Candidates will often request feedback on

- the selection criteria
  - the selection tools
  - the assessment methods
  - their performance during the interview.
- 

### Guidelines on providing feedback

When providing feedback, departments must

- respond in a clear manner to all appropriate questions asked
- be honest and forthright, yet sensitive to the feelings and vulnerability of the candidate
- avoid unnecessary negative observations
- compare the candidate to the standards set prior to the interview and not to the successful candidate
- keep the tone of the response professional, yet friendly
- provide candidates, on request, with an opportunity to review documentation used as part of the screening or selection process relating to **their** candidacy.
- ensure to protect the identity of other applicants.

Note: Documents must be reviewed in the presence of Human Resources. A duplicate copy must not be provided to the candidate.

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# Chapter 7: Complaint Process

## Overview

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**Introduction** This chapter outlines the steps in the complaint process.

---

**Authority** Section 33.1 of the *Civil Service Act* provides screened-in candidates in open and closed (in-service/intra-departmental) competitions, who have been unsuccessful in obtaining an appointment through competition, with the ability to file a complaint if they have reason to believe that the successful candidate was appointed to the position on the basis of favouritism.

---

**Policy statement** Favouritism is the only ground on which a complaint may be submitted under the complaint process.

Favouritism means giving preference to a candidate that is based on factors that supersede the assessment of qualifications, and that is attributable to a relationship or connection that is external to the workplace.

---

**Contents** This chapter contains the following topics:

<b>Step</b>	<b>Topic</b>	<b>See Page</b>
1	Filing a complaint with the Deputy Head of the Department	120
2	Filing a complaint with the Ombud	122

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*Continued on next page*



## Step 1: Filing a Complaint with the Deputy Head

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**Introduction** The screened-in candidate may file a complaint with the Deputy Head of the hiring department.

---

**How a complaint is filed** A complainant must file a complaint in writing outlining the reasons why the appointment was based on favouritism. **The complaint must include all applicable documentation and facts related to the file**

---

**When a complaint is filed** Screened-in candidates have up to 45 calendar days after an appointment or up to 15 calendar days after receiving feedback, to file a complaint to the Deputy Head.

---

**Processing a complaint** The Deputy Head will review the details of the complaint and **decide** if it has merit.

<b>If the complaint</b>	<b>Then the Deputy Head</b>
has merit	must reply to the complainant in writing as to his/her findings as soon as is reasonable but shall not exceed 15 calendar days from receipt of the complaint.
does not have merit	may decide not to investigate the complaint if, in their opinion, the complaint is frivolous, trivial, vexatious or not made in good faith.  If the Deputy Head does not investigate the complaint received, <b><u>they will</u></b> provide written notice to the complainant with the reasons for doing so, within 15 calendar days from receipt of the complaint.

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*Continued on next page*

## Step 1: Filing a Complaint with the Deputy Head, Continued

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### **Possible outcomes**

If the Deputy Head finds that an appointment has been made on the basis of favouritism, the Deputy Head shall take such measures as they consider appropriate, up to and including the revoking the appointment of the successful candidate.

The Deputy Head must inform the complainant of the findings of the investigation.

Note: An appointment cannot be revoked if more than 6 months have elapsed after it was made.

---

### **Reporting on complaints**

The number of formal complaints must be reported to Treasury Board on an annual basis within 6 months after the end of the fiscal year as per Section 33 of the *Civil Service Act*. The number of formal complaints must also be reported in departmental annual reports.

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*Continued on next page*

## Step 2: Filing a Complaint with the Ombud

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**Introduction** If a screened-in candidate is not satisfied with the response of the Deputy Head, the complainant may file a complaint with the Ombud.

---

**How a complaint is filed** Screened-in candidates may file a complaint with the Ombud that the successful candidate was appointed to the position on the basis of favouritism.

When making a complaint, the screened-in candidate shall provide in writing the reasons why **they believe** that the appointment was based on favouritism.

---

**When a complaint can be filed** Screened-in candidates have 30 calendar days from the date on which they receive a response from the Deputy Head under step 1 to file a complaint with the Ombud.

A complaint to the Ombud may only be made after step 1 has been completed.

---

**Processing a complaint** The Ombud will review the details of the complaint and determine if it has merit.

<b>If the complaint</b>	<b>Then the Ombud</b>
has merit	Will inform the Deputy Minister of Treasury Board and the Deputy Head concerned of the decision.
	Will inform the complainant, the Deputy Minister of Treasury Board and the Deputy Head concerned of the findings of the investigation.

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*Continued on next page*

## Step 2: Filing a Complaint with Ombud, Continued

---

**Processing a complaint**  
(continued)

<b>If the complaint</b>	<b>Then the Ombud</b>
Does not have merit	<p>may decide not to investigate the complaint if, in their opinion, the complaint is frivolous, trivial, vexatious or not made in good faith.</p> <p>If the Ombud decides not to investigate the complaint received, <b>they</b> will provide written notice to the complainant with the reasons for doing so.</p>

---

**Possible outcomes**

The Ombud may submit recommendations to the Deputy Head and Deputy Minister of Treasury Board as a result of the findings and could recommend, if warranted, that an appointment be revoked.

The Ombud cannot revoke an appointment.

The appointment, upon recommendation of the Ombud, may be revoked by the Deputy Head within 12 months after the appointment has been made.

---

**Reporting on complaints**

Findings may be included in the Ombud's annual report to the Legislative Assembly.

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## Chapter 8: Glossary of Terms

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**Introduction** This chapter provides an alphabetical list of staffing terms with the definitions for each term. The chapter includes terms which are either newly introduced or uncommon.

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**Appointment** To formally name a person or employee to a position. Appointments may be made with or without competition and can be on a seasonal, part-time, or full-time basis. See Volume 2 of the Administration Manual for terms and conditions of employment.

The following are types of appointments which may be made without competition

- Casual
- Temporary
- Specialized Professional, Scientific or Technical (Section 15 of the *Civil Service Act*)
- Appointment under the Equal Employment Opportunity Program (Section 16 of the *Civil Service Act*)
- Talent Management Program
- Lateral Transfer
- Regular Appointment of Casuals/Temporary workers
- Regular Appointment of Students and Apprentices
- Provincial Redeployment Program
- Promotion through reclassification
- Flexible classifications

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*Continued on next page*

## Glossary of Terms, Continued

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**Asset qualifications**

Asset qualifications are qualifications that are not essential to perform the work, but rather are – now or in the future – beneficial to the organization or an enhancement in terms of the work to be performed. They are a useful tool in the screening process to ensure the most suitable candidates receive further consideration and in doing so manage the number of candidates who will be given further consideration.

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**Board of Examiners**

The Board of Examiners is made up of a group who are responsible to determine and assess the qualifications of candidates in a competition (Section 5(1) of the *Civil Service Act*). The Chairperson of the Board of Examiners is usually a Human Resources **Consultant** who has been formally delegated staffing authority by the Deputy Head.

---

**Break in service**

A break of continuous employment of at least 7 consecutive calendar days for casual employees or 45 consecutive calendar days for temporary or regular employees. Refer to the appropriate collective agreement for bargaining employees.

---

**Casual appointment**

A casual appointment can be made without competition if the work requirements are temporary or sporadic in nature for a duration or less than 1 year, pursuant to Section 17(3) of the *Civil Service Act*.

---

**Classification specification**

Description of the job duties as well as the necessary qualifications and training (or equivalent) approved by the Board of Management. The classification specifications may include Necessary Special Requirements (NSR) needed to be eligible for a job with a classification. Classification specifications are based on National Occupational Standards (NOS).

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*Continued on next page*

## Glossary of Terms, Continued

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### Competition

#### **Open competition:**

Competitions open to everyone (employees and the public)

#### **Closed competition:**

- **In-service** – competitions restricted to employees within the Civil Service as defined in Section 1 of the *Civil Service Act* and to any other group defined under Section 1.

**Note:** Effective June 11, 2012, the regulations referenced in Section 1 of the *Civil Service Act* have been revised to include regular employees in Parts II and III.

- **Intra-departmental** – competitions restricted to employees within a portion (i.e. department or agency) of the public service (as defined in Section 8 of the *Civil Service Act*)

Note: Registered EEO candidates are eligible to apply for in-service competitions. However, they can also apply for intra-departmental competitions when they are already employed by the department that is advertising the vacancy.

---

### Complaint

A request made the Deputy Head or the Ombud, by screened-in candidates to review the results of an appointment by open or closed competition based on favouritism (Section 33.1 & 33.2 of the *Civil Service Act*).

---

### Covering off appointment

The practice of appointing to the same classification group but at a lower level than the classified level of the position. This practice is only used when no qualified person is available to fill the position and will meet the qualifications within a reasonable period of time.

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### Deputy Head

The deputy minister of any portion of the Civil Service, and where there is no deputy minister, such person as the Lieutenant-Governor in Council may designate to be the deputy head. The deputy head is the chief administrator of the department (Section 1 of the *Civil Service Act*).

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*Continued on next page*

## Glossary of Terms, Continued

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**Eligibility list** A document that lists in alphabetical order the names of the most qualified and suitable candidates in a competition. An eligibility list may be valid for a period up to 24 months including extensions (Section 26(3) and Section 12(1) of the *Civil Service Act*). The effective date and period of validity must appear on the list.

---

**Employee** A person employed in the Civil Service under the provisions of the [Civil Service Act](#) and Regulations. Casuals, temporary workers and ministerial staff are appointed under the *Civil Service Act*, however these appointees do not meet the definition of employee. Persons employed under personal service contract are not covered.

---

**Employee status** While not found in legislation, this is a commonly used term relating to

- persons defined as employee under the *Public Service Labour Relations Act*, Section 1(e). Employee status is not the same as being an employee under the *Civil Service Act*.
- casual/temporary workers who has more than 6 months of continuous service.

---

**Equal Employment Opportunity Program** The Equal Employment Opportunity Program is prescribed by regulation. The Program's objective is to help create a more balanced workforce that reflects the diversity of our province. It promotes the recruitment and retention of a diverse and representative workforce.

---

**Feedback process** The feedback process is an opportunity to share information with a candidate who is unsuccessful during the competition so that they can better understand the decision. Feedback is focused on the screened-in candidate and not on a comparison to other candidates in the appointment process. See chapter 6 for detail on process.

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*Continued on next page*



## Glossary of Terms, Continued

**Flexible classification** [\*Flexible classification AD-4205\*](#) means that a department has been delegated the flexibility in making promotional appointments. In a flexible classification series, an employee may be promoted from one level to the next, providing they possesses the necessary qualifications/experience and is performing the duties of the higher level. Not all classifications are flexible in all departments.

---

**General change form (GCF)** A payroll input document that captures key data (commencement date, probationary period, salary, classification, etc.). See Instrument of Appointment.

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**Instrument of appointment** The instrument of appointment can be either the General Change Form or the letter of offer plus a signed acceptance of the offer of employment. The Deputy Head must sign either the letter of offer or the appointment document (often referred to as the *General Change Form*).

---

**Merit principle** Merit is defined as having the qualifications, skills and abilities to do the job. Merit is established when the person being appointed meets the essential qualifications for the work to be performed plus any additional qualifications considered to be an asset for the work to be performed or for the organization.

In accordance with Section 6 of the [\*Civil Service Act\*](#), appointments to and from within the Civil Service shall be free of favouritism and shall be made by competition or by other means of selection (e.g. without competition based on on-the-job performance in Chapter 5).

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*Continued on next page*

## Glossary of Terms, Continued

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**Necessary special requirement**

Essential certification, memberships, licenses or qualifications necessary for appointment to certain classifications.

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**Non-partisan professional Civil Service**

A professional Civil Service that is free from political influence and/or favouritism supported by the five fundamental values of the New Brunswick Civil Service: **Integrity, Respect, Impartiality, Service, and Competence**. Values influence decisions and actions and provide a framework within which decisions can be made that is consistent and fair.

---

**Notice of competition**

Staffing must be conducted in a timely manner (see the Staffing Tracking Report in **Appendix U**).

The posting of a job opportunity for the purpose of attracting prospective candidates (Section 9 of the *Civil Service Act*). Time frames for posting, as outlined in this manual and applicable collective agreements, must be respected.

---

**Ombud**

An officer of the Legislative Assembly. The powers and duties of the Ombud, under the *Civil Service Act*, are outlined under Section 31(1).

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*Continued on next page*

## Glossary of Terms, Continued

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**Parts of the public service**

The parts of the Public Service are listed in the First Schedule of the [Public Service Labour Relations Act \(PSLRA\)](#). The four parts of the Public Service are:

- **Part I** is defined as all departments and agencies which are listed. All are covered by the [Public Service Labour Relations Act](#), however, only some are covered by the [Civil Service Act](#). (see definition of Civil Service in Section 1 of the *Civil Service Act*)
  - **Part II** is all the schools districts listed. Part II is not covered by the *Civil Service Act*.
  - **Part III** is organizations of the health sector as listed. Part III is not covered by the *Civil Service Act*.
  - **Part IV** is defined as all commission and organisations as listed. Part IV is not covered by the *Civil Service Act*.
- 

**Personal service contract (PSC)**

Contract of service where there is an employee-employer relationship under the *Federal Income Tax Act*. Persons are hired for a specific period of time and the terms and conditions of employment are specified in the contract. PSC persons do not have status under the [Civil Service Act](#). Persons are not to be hired on PSCs to perform the work of bargaining employees. Refer to [Personal Service Contracts AD-2916](#), Volume 2 of the Administration Manual.

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**Personal staff of the Minister**

Staff hired by, working directly for and reporting directly to a Minister (Section 18 of the *Civil Service Act*). These persons are not employees under the [Civil Service Act](#).

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*Continued on next page*

## Glossary of Terms, Continued

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**Politically restricted employee**

A politically restricted employee is a person, who

- holds a position having deputy head status
  - is an employee who occupies a position that is classified in the senior executive group or who has responsibilities equivalent to those of positions classified in the senior executive group
  - is an employee whose duties and responsibilities as an employee include providing advice, opinions, proposals, recommendations, analyses or policy options to: the Premier, a Minister, Executive Council, a member of Executive Council, a committee of or a member of a committee of Executive Council, a deputy head or Chief Executive Officer
  - is an employee whose duties and responsibilities as an employee include providing legal advice or other legal services to the Premier, a Minister, Executive Council, a member of Executive Council, a committee or a member of a committee of Executive Council, a deputy head, a Chief Executive Officer or any other employee.
- 

**Portions of the Civil Service**

Each Department or Agency is defined as a portion for the purpose of the *Civil Service Act*. See Section 3 Regulation 93-137 of the *Civil Service Act* for a complete list.

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*Continued on next page*

## Glossary of Terms, Continued

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### **Probationary period**

A period of time immediately following an appointment used to evaluate an employee's capabilities and competence to fulfill the requirements of the position. It is generally a six-month period but may be extended by the Deputy Head or designate for up to 2 periods of three months not to exceed a period of twelve months. When an appointment is made from within the Civil Service, the probationary period may be waived or reduced by the Deputy Head in writing. A notice period of two weeks must be given to employees rejected during the probationary period (Section 23 of the *Civil Service Act* and Regulation 95-17, Section 2).

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### **Professional, Scientific or Technical appointment (PS or T)**

An appointment made by Deputy Minister or Deputy Head, without competition to positions requiring specialized professional, scientific or technical knowledge. The Deputy Minister or the Deputy Head must confirm that the person possesses the required knowledge and experience (Section 15 of the *Civil Service Act*). The employer is required to report these appointments through the annual report.

This type of appointment is not intended to substitute the regular staffing process. It is only to be used in specific situations to fill positions that require one or more of the following

- a high degree of expertise and training
- a high degree of technical skill
- are recognized experts in their field.

Documentation should include supporting scientific data from a research organization specializing in labour market analysis and/or proof that an open competition was advertised in the last 2 calendar years, without yielding a successful qualified candidate. (see **Appendix P**)

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### **Professional service contract**

A contract for service where there is no employee-employer relationship. Refer to [AD-2916](#), Volume 2 of the Administration Manual.

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### **Properly classified position**

A position that has been classified based on duties, challenges, decision-making and organization structure. A position remains properly classified as long as there have been no significant changes to these aspects of the position.

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*Continued on next page*

## Glossary of Terms, Continued

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**Qualifications** A quantitative and qualitative statement of desirable/necessary experience, skill and training that is used to select candidates who qualify for the position. (Section 7 and Section 11 of the *Civil Service Act*).

---

**Redeployment list** A list of the names of employees affected as a result of lack of work, discontinuance of a function or the elimination of a position. The names remain on the list for a year after the date of lay-off and are to be given priority consideration when filling positions. Appointments from the list can be made without competition.

---

**Secondment** A secondment is when a regular full-time employee in Parts I is temporarily reassigned to another department or agency (or to another division within their department), school district, Regional Health Authority A, Horizon Health Network, Ambulance NB Inc., FacilicorpNB Ltd, Fundy Linen Services, Inc. or NB Health Council.

Secondment is a staffing mechanism available for

- covering a vacancy
- providing a particular skill or qualification for a certain period of time
- employee development purposes

A secondment is not considered a transfer or a promotion and is done on authority of letters of agreement between the concerned parties.

---

**Screening** The process of reviewing and evaluating applications to determine whether or not they merit further consideration in a competition.

---

**Selection module/criteria** Measures which identify factors such behavioural and technical competencies and essential and asset qualifications for effective performance in the position.

---

**Talent Management Program** Talent management is a key succession planning tool that provides an integrated means of identifying, selecting, developing and retaining top talent within our organization which is required for long term planning.

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*Continued on next page*

## Glossary of Terms, Continued

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### **Temporary appointment**

Pursuant to Section 17(5) of the [Civil Service Act](#), a temporary appointment can be made without competition to an approved position if the work requirements are anticipated to be for a duration of 1 to 3 years.

In order to be appointed to a regular position within the Civil Service without competition, individuals must hold a current appointment under section 17 of the *Civil Service Act* and have a minimum of 6 continuous month of service.

---

### **Term appointment**

An appointment through competition to an approved position for a specified period of time (Section 21(1) of the Act). The duration of these appointments is not limited to 1-3 years.

In order to be appointed to a regular position within the Civil Service, the regular position must be at the same classification and performing similar job functions.

---

### **Transfer**

Transfers facilitate the permanent reassignment of employees from within Part I and from Parts II and III of the Public Service (see the [First Schedule of the Public Service Labour Relations Act](#) for an inclusive list) if the Deputy Head reviews the evidence and is satisfied that the position requirements are substantially similar to the previous position and that merit has been demonstrated by performance in the previous position.

Any employee presently employed in Parts I, II, or III of the Public Service who has successfully completed their probationary period is eligible to be transferred.

A transfer is a move to a position having a control point maximum which does not exceed 4.8% of the maximum rate of pay of the current position and does not constitute a promotion.

---

## Appendix A: Summary Descriptions of Language Proficiency Levels

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### ORAL INTERACTION

#### **BASIC (1)**

Able to satisfy basic survival needs and minimum courtesy requirements.

Can ask and answer simple questions. Can understand simple questions and statements if speech is slow. Can provide information and description on familiar topics such as family, leisure, education and employment. Repetition and rephrasing are necessary. Vocabulary is adequate to express most elementary needs. Errors in pronunciation and grammar are frequent.

#### **BASIC PLUS (1+)**

Able to satisfy survival needs and participate in informal conversations in areas of personal experience.

Difficulty in participating fully in an informal conversation. Can offer a sequence of comprehensible sentences, but errors in basic structures are frequent. At times, demonstrate some functions at the *Intermediate* level, but is not able to sustain the conversation at that level.

#### **INTERMEDIATE (2)**

Able to satisfy routine social demands and limited work requirements.

Participate fully in informal conversations on personal and topics of interest. Can handle limited, routine and current work requirements, provide information, give explanations, express facts, provide narration, describe, and express opinions. Although the use of language structure is often accurate, grammatical errors do occur and may be distracting. Able to use paraphrasing when vocabulary is inadequate.

#### **INTERMEDIATE PLUS (2+)**

Able to participate fully in general conversation.

Able to participate fully in informal conversations in social and work-related contexts. Control of language structures may vary, but communication is usually clear. At times, demonstrates some functions at the *Advanced* level, but will not be able to sustain the conversation at that level.

#### **ADVANCED (3)**

Able to speak the language with sufficient structural accuracy and vocabulary to participate effectively in most formal and informal conversations in both professional and social contexts.

Can discuss work-related subjects, educational pursuits and areas of interests with reasonable ease. Can justify an opinion and develop a hypothesis. Control of grammar is generally good, and errors do not impede communication. Vocabulary is adequate to deal with a variety of topics, factual and abstract, with details and precision.



### **ADVANCED PLUS (3+)**

Can speak the language with sufficient ease to participate in formal and informal exchanges in a variety of contexts.

Although there may be occasional errors in grammar and lapses in vocabulary, overall communication is not affected. At times, demonstrates the ability to function at the *Superior* level, but is not able to sustain the conversation at that level.

### **SUPERIOR (4)**

Able to use the language fluently and accurately in all contexts requiring complex language structures.

Can organize extended discourse with ease and precision in social and professional discussions. The speech is formal and well organized. Demonstrates firm command of grammar and uses complex language structures. The vocabulary is rich, precise and nuanced. Can advise, persuade, negotiate and entertain different points of view

## **READING**

### **LEVEL 1 (Basic)**

Can fully understand simple texts and grasp the main idea of texts about familiar topics. Would not be expected to read and understand detailed information.

### **LEVEL 2 (Intermediate)**

Can grasp the main idea of most descriptive and factual material on work-related subjects, locate specific details and distinguish main from subsidiary ideas.

### **LEVEL 3 (Advanced)**

Can understand texts on a wide variety of topics as well as most complex details, inferences and fine points of meaning. Specialized or less familiar material can also be read with good comprehension.

### **LEVEL 4 (Superior)**

The ability of a person at this level to understand complex texts exceeds that of person at the Advanced Level.

## **Appendix A: Summary Descriptions of Language Proficiency Levels, Continued**

### **WRITING**

#### **LEVEL 1 (Basic)**

Can write isolated words, phrases, simple statements or questions on very familiar topics using words of time, place or person. Errors of grammar, vocabulary and spelling are to be expected and tolerated as long as the message is understandable.

#### **LEVEL 2 (Intermediate)**

Has sufficient mastery of grammar and vocabulary to deal with explicit information on work-related topics. While the basic information is communicated, the writing will require some correction in grammar and vocabulary as well as revision for style.

#### **LEVEL 3 (Advanced)**

Can write text in which the ideas are developed and presented in a coherent manner. The style of presentation and use of vocabulary, grammar and spelling are generally appropriate and require few corrections.

#### **Level 4 (Superior)**

The writing skills of a person at this level exceed those of a person at the Advanced Level.

## Appendix B: Position Competency Profile

<b>POSITION:</b>			
<b>CLASSIFICATION:</b>			
<b>REQUIRED COMPETENCIES</b>	<b>TARGET LEVELS</b>		<b>NQ</b>
	A (desired)	B (minimum)	
	Level A	Level	Anything below the minimum (B) required level
	Level	Level	Anything below the minimum (B) required level
	Level	Level	Anything below the minimum (B) required level
	Level	Level	Anything below the minimum (B) required level
	Level	Level	Anything below the minimum (B) required level
	Level	Level	Anything below the minimum (B) required level
	Level	Level	Anything below the minimum (B) required level

Participants: (Chair)

Date Completed:

By:

## Appendix C: Competition Advertisement

\*\*Wording highlighted below is to be included ONLY for competitions where employees who, in the course of their work responsibilities, work in facilities of the regional health authorities, Extra-Mural/ Ambulance NB, corrections, nursing homes or adult residential facilities.

**\*\*Employees working in a vulnerable sector will be required to show proof of full vaccination against COVID-19 (two primary doses plus a booster in the last 6 months) or alternatively follow all workplace mitigation measures determined by the employer.**

**Department Name**  
**Classification/working title**  
**Competition type (open, in-service, intra-departmental)**  
**Location**

The Department of \_\_\_\_\_ is seeking an individual to join the branch as a working title working in the location of office.

As a member of the working team, the successful candidate will be responsible to provide description of what will be provided. The successful candidate will be responsible for description of the job duties and responsibilities.

**ESSENTIAL QUALIFICATIONS:** University degree in discipline required or Diploma in discipline required. A minimum of # required years of related work experience in identify area of expertise. An equivalent combination of education, training and experience may be considered.

Choose an item.

Applicants must clearly demonstrate the essential qualifications to be given further consideration. Please ensure that preferred language for assessment is identified on your resume.

**ASSET QUALIFICATIONS:** Preference may be given to candidates that demonstrate identify asset qualifications. Subject to the response to this competition, candidates may be required to demonstrate on their application one or more of the asset qualifications in addition to the essential qualifications in order to be given further consideration.

The following operational requirement(s) is also required (e.g. working on weekends; travel; shift work, and/or; variable hours).

**BEHAVIOURAL COMPETENCIES:** The successful candidate will possess the following behavioural competencies: \_\_\_\_\_ .

**TECHNICAL COMPTENCIES:** The successful candidate will possess the following technical competencies: \_\_\_\_\_ .

Résumés should be in chronological order specifying education and employment in months and years including part-time and full-time employment.

Salary: Annual (if applicable)

We encourage applicants to apply on-line or by mail at the following address by (closing date) indicating competition number: This competition may be used to fill future vacancies at the same level.

Address and Phone number

We thank all those who apply however only those selected for further consideration will be contacted. Candidates registered with the [Equal Employment Opportunity Program](#) and veterans, who demonstrate they are among the most qualified, shall be given preference at the time of appointment.

We are an Equal Opportunity Employer.

*Check out what it is like to work at the Government of New Brunswick, where we are working together as [One Team One GNB](#) to improve the lives of New Brunswickers every day!*

*The New Brunswick Public Service: Improving the lives of New Brunswickers every day!*

# Appendix D: Screening Worksheet

Competition Number:  
Branch:

Position Title and Classification:  
Location:

**Screening criteria: must meet all essential qualifications as well as asset qualifications #1 and #4.**

Applicant	Essential Qualifications					Asset Qualifications				Operational Requirements	IN	OUT	Comments
	EQ#1	EQ#2	EQ#3	EQ#4	EQ#5	AQ#1	AQ#2	AQ#3	AQ#4				

EQ# 1 =

AQ# 1 =

EQ# 2 =

AQ# 2 =

EQ# 3 =

AQ# 3 =

EQ# 4 =

AQ# 4 =

Operational Requirements:

Board Members:

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

Date:

**Appendix E: See Appendix A**

## Appendix F: Acknowledgement Letter

---

Date

Address

Re: Title of position  
Department name  
Competition Number  
Location

Dear :

I wish to acknowledge receipt of your application for the above-mentioned competition.

The preliminary screening of all applications will be conducted in the near future and only those candidates selected for further consideration will be contacted. If you wish to view the status of the competition, you may do so at the following website: [www.gnb.ca/jobs](http://www.gnb.ca/jobs) (for open competitions) or <https://hrh.gnb.ca/ess> (for in-service/intra-departmental competitions).

\*\*Wording highlighted below is to be included **ONLY** for competitions where employees who, in the course of their work responsibilities, work in facilities of the regional health authorities, Extra-Mural/ Ambulance NB, corrections, nursing homes or adult residential facilities.

\*\*Employees working in a vulnerable sector will be required to show proof of full vaccination against COVID-19 (two primary doses plus a booster in the last 6 months) or alternatively follow all workplace mitigation measures determined by the employer.

I would like to thank you for your interest in seeking employment with our Department.

Sincerely,

Name  
HR Advisor or Recruitment Coordinator



## Appendix G: Pre-Interview Letter

---

Date

Address

Re: **Competition #, Position, Branch, Location**

Dear \_\_\_\_\_ :

Further to your application for the above-noted competition, I am pleased to invite you to an interview for the position of \_\_\_\_\_, with the Branch, Department of \_\_\_\_\_. Please present yourself for this interview at the Address, New Brunswick, on Date at Time. The Behavioral Event Interview (BEI) will last approximately 1.5 hours (*modify as required*).

A Behavioural Event Interview is an interview process that requires a candidate to respond to a series of questions that relate directly to a competency of interest. You must come up with a *true* and *specific* event in your recent past where you had to demonstrate a competency. Please note that BEI questions as well as technical and other questions relevant to the position may be asked at this interview.

Some of the competencies assessed during the interview and some of the questions that we will ask you are listed below. Please prepare yourself for this interview. To prepare, think of a specific event when you did the following (only one example or event per question is necessary). Please note that technical competencies and questions have not been provided but may be asked at the interview in addition to the questions below.

## Appendix G: Pre-Interview Letter, Continued

Additional Guidelines:

- ⇒ Select *recent* and *specific* events: Do not select an event that took place more than 5 working years ago. “Specific” events are those, which have a clear beginning and end.
- ⇒ At the beginning of each event, the interviewer will ask you for a brief overview. Among other things the interviewer will ask you for a short caption (or a title) of the event as well as the major steps or milestones that you had to accomplish to address the situation. After this overview, the interviewer will ask more detailed questions about your actions.
- ⇒ During this interview, it is important that the interviewer distinguish what you did from what others involved in the event may have done; therefore, try using the “I” form (i.e. *I did this, or I did that...*).
- ⇒ Feel free to bring notes to the interview.

Please have available names and contact information of individuals who are able to confirm the details of the events you will provide or attest to the competencies that you possess.

You will find attached two self-identification forms for groups of individuals eligible for preference in the hiring process. Should you belong to one of these groups; are found to be among the most qualified and wish to be granted preference in this staffing process, please complete the appropriate form as per the instructions and bring it to the interview. It is voluntary to complete the form, however it must be completed for each staffing process for which you wish to be granted preference (i.e. it is not sufficient to have previously completed a form in relation to a different job opportunity). The form explains the eligibility criteria and what documentation is necessary. Please note that being registered with the [Equal Employment Opportunity \(EEO\) Program](#) is not sufficient for preference in the staffing process; you must also complete and submit the form as instructed.

If you have a disability that may require alternate testing arrangements, please contact \_\_\_\_\_ at \_\_\_\_\_ at the Department of \_\_\_\_\_ as soon as possible. Please notify our office immediately if you are unable to attend the interview.

To obtain more information on the selection process, please visit [www.gnb.ca/jobs](http://www.gnb.ca/jobs). The status of this competition is available at the following website: [www.gnb.ca/jobs](http://www.gnb.ca/jobs) . If you have any questions please feel free to contact \_\_\_\_\_ at \_\_\_\_\_ .

Sincerely,

Name  
Title  
Phone Number

## Appendix H: Eligibility List

**Name of department:**

**Valid date:**

**Competition:**

**Position:**

**Classification:**

**Language requirement:**

**Location:**

**Date :**

Name of Applicant	Address	Telephone number	Language	Date of Interview	Preference	Remarks
					Veteran as per the CSA: <input type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No</b>  Registered with the EEO Program: <input type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No</b>	

**Comments:**

# Appendix I: BEI Opening Script

## Sample Targeted Behavioural Event Interview Opening Script

Candidate:

Date:

Interviewer(s):

Location:

Position:

### INTRODUCTION:

Use the opening to build rapport, to make the candidate feel at ease, and to explain the purpose and expectations of the interview. Please read the script for all candidates until you become comfortable with it.

### OPENING OF THE INTERVIEW:

#### Greet The Candidate

- Introduce yourself (and anyone else who may be interviewing with you).

#### Make The Candidate Feel At Ease:

- Ask, for instance, "*Did you have any problem finding the location?*" Try to talk about the candidate's background, etc...

#### Explain The Purpose Of The Interview:

- Explain: "*The purpose of the interview today is to determine whether there is a match between your qualifications and the position the Department/Organization/Agency is filling*" (modify as relevant).

#### Explain The Structure Of The Interview:

- "*The interview may last up to 1.5 hours (modify as relevant). There is room for flexibility, but it is **your responsibility to time yourself accordingly**. You will have approximately 20 minutes per event (modify as relevant). For fairness to all candidates, the interview period cannot be overly extended. Should you have insufficient time to answer all questions, we can provide an assessment on a competency using supporting evidence gathered in the other events you will discuss.*
- *I will guide you in being as effective as possible in your usage of time. **Follow my lead. When I interrupt you or ask you to move on, it is for your benefit.***

*Please be advised that I may validate evidence about the competencies you have mentioned/discussed. I will require the names of the individuals who can attest to the specifics of the event(s) you will describe.*

#### CAREER OVERVIEW: (5 MINUTES MAXIMUM):

*"Before we start, I would like to better understand your background. Although we have had an opportunity to review your resume, can you briefly talk about the roles you have previously held, as well as your current role and responsibilities as they relate to this position?"*

## **BEHAVIOURAL EVENT INTERVIEW PROCESS**

- *"The questions I'm about to ask may differ from standard interview questions that you may be used to. I'm looking for you to tell me about a true event or situation that relates to the questions I will be asking. I'm looking for recent situations within the last 5 working years.*
- *I am interested in finding out what your role was in this particular event or situation, so tell me about the role that you played. Take me back to that time as if I was really there with you while it was happening. I want to find out what you said, did, or were thinking and possibly even feeling in these examples you are going to talk about.*
- *At the beginning of each question, I will be asking you for a short summary or overview of the situation, so I will have an idea of what you are going to be talking about. After your overview, we will go back to the beginning of your event and we will work through what you did step by step. What I am looking for will become clearer after my first question.*
- *Because I am looking for a certain type of information, it may be necessary for me to interrupt you for more details. Because of time constraints, I may also need to interrupt you in order to maintain focus and, to gather the most information possible in the time we have.*
- *I will be asking you to talk about yourself, so I will be listening for "I" statements – "I said", "I did", etc... This will help me to clearly understand your role in the event you are describing. Please note that I cannot assess you properly if I cannot clearly understand what you did.*
- ***Do you have any questions on the interview process?"***

***Then proceed to the actual interview questions.***

*Inspired by HayGroup's TBEI technology*

## Appendix J: BEI Overview Questions

**“Please think of a time when you had to work as a member of a team on a challenging project”**

1. ***In two sentences, what was this event about (title)?*** You are asking for a 2-sentence overview. Using the metaphor of a **book title** works well to focus the candidate on what exactly **they** did. Start the process by stating the beginning of the title (using the candidate’s name helps), e.g. “*Ms. Martin successfully...* (does what?)”. Let the candidate complete the sentence.
2. ***What was your function (position title)?*** This is to obtain an idea of the position, authority level, etc.
3. ***Who else was involved?*** This is to identify, early in the process, the main players that you will hear about in the event.
4. ***Why is this event a good example of a time when you had to work as a member of a team?*** This provides the candidate with an opportunity to either change **their** event selection (if **they** think it is not really relevant to the question) or to provide a justification as to why **they** selected this event as a good illustration of **their** capabilities in regard to the competency. If the explanation looks plausible, move on.
5. ***How did it start?*** This section starts the discussion about the milestones. You are trying to obtain a very high level overview of a sequence of events.
6. ***What was the outcome?*** You are trying to have the candidate explain to you the impact **they** had on the outcome.
7. ***Major steps or milestones in between?*** You want the candidate to provide you with one-sentence title of the milestone in sequence until the end. This should be very brief as you will probe more later. Here, the candidate will want to give you all the details for each milestone. But if **they** do, remind **them** that you only want a one-liner.
8. ***Time between the beginning and end?*** This is to obtain an idea of the timelines.  
***Please take me back to the beginning.*** This starts the probing (see Chapter 2).

(If you are pressed for time you can ask the candidate where in the milestone will you see the candidate depicting the competency, and then “fast forward” the candidate to this milestone).

**Hint:** At first, we suggest that you follow these questions in a very structured way. However, with time and experience, you will be able to quickly gather the information you need in a more casual manner. However, if you feel lost in the overview, or have a candidate that talks too much, you can always revert to the more structured overview questions.

*Inspired by HayGroup’s TBEI technology*

## Appendix K: BEI Overview Template

Competition #:

Name of Candidate:

Name of Competency being assessed:

<b>Event Title (headline):</b>		
<b>Interviewee's job title/function (at the time):</b>		
<b>Other actors involved:</b>		
<b>Why is this a good example of..... :</b>		
<b>Milestones/Key Steps</b>		<b>Timeline</b>
<b>Begin</b>		
<b>End</b>		
<b>Outcome:</b>		

## Appendix L: Applicant Rating Guide

Candidate:	Date:
Position:	Location:
Competition Number:	
Board of Examiners Members:	

Required Competencies	BEI Assessment				
	Target Levels		NQ (Anything below the minimum (B) level)	Candidate Rating	Supporting Evidence
	A	B (Anything below the desired (A) level)			
1.	Level	Level			
2.	Level	Level			
3.	Level	Level			
4.	Level	Level			
5.	Level	Level			

Overall Rating:

Language requirement:

References:

BOARD

MEMBERS:

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_



## **Appendix M: Reference Check Guide**

### **CONFIDENTIAL WHEN COMPLETED**

**DATE:**

**COMPETITION NUMBER:**

**POSITION AND CLASSIFICATION:**

**CANDIDATE NAME:**

**REFERENCE NAME, TITLE AND PHONE NUMBER:**

**SIGNATURE OF PERSON CHECKING REFERENCE:**

**OVERALL RESULTS (COMMENTS):**

Prior to asking the reference check questions, the following paragraph must be relayed:

The details of this reference check will remain confidential from the candidate. Please feel free to speak openly and honestly when questioned on the candidate's work history with your department/organization. Your input will assist us in determining whether the candidate is suitable to carry out the duties and responsibilities of this position and is an appropriate fit for our organization. However, we may be required to identify that, in general, reference checks played a role in our decision-making. Please rest assured that specific details including which reference said what would not be shared with the candidate.

## Appendix M: Reference Check Guide, Continued

### SECTION 1: GENERAL QUESTIONS

- 1) Please describe your working relationship with this individual (manager, co-worker or colleague) and the organizational context in which you worked together.
- 2) For what period of time did you work with this individual?
- 3) What are **their** responsibilities or what were **they** when they left?
- 4) Would you re-employ **them**? (if applicable) If no, can you elaborate?
- 5) Would you consider **them** dependable? Can you provide supporting detail?
- 6) What would be your assessment of **their** productivity and quality of work (i.e. amount, speed, time, pressures, meeting schedules, overtime, accomplished the work within required deadlines)?
- 7) How would you describe **their** working relationship with others?

#### Questions related to supervisory-management positions (if applicable)

- 1) Do **they** provide appropriate coaching, challenges and opportunities for growth to employees?
- 2) Are **they** an effective leader with the leadership skills required to motivate staff and achieve work results?

## **Appendix M: Reference Check Guide, Continued**

## Appendix N: Affirmation/Oath of Office

### AFFIRMATION / OATH OF OFFICE INSTRUCTIONS

The affirmation or Oath of Office must be witnessed and signed by a Commissioner of Oaths or by your supervisor. The form is to be returned within 30 days of your first day of employment to the Department of \_\_\_\_\_, P. O. Box 6000, Fredericton, New Brunswick E3B 5H1.

### AFFIRMATION OU SERMENT D'ENTRÉE EN FONCTION INSTRUCTIONS

L'affirmation solennelle ou le serment professionnel doit être fait devant votre surveillant ou un commissaire aux serments et signé par l'un d'eux. La formule doit être retournée dans les 30 jours de votre première journée de travail au ministère de \_\_\_\_\_, case postale 6000, Fredericton, Nouveau-Brunswick E3B 5H1.

I,

\_\_\_\_\_ solemnly and sincerely swear (or affirm) that I will faithfully and honestly fulfill the duties that devolve upon me by reason of my employment in the Civil Service and that I will not, without due authority in that behalf, disclose or make known any matter that comes to my knowledge by reason of such employment. (In the case where an Oath is taken, add "so help me God".)

Je,

\_\_\_\_\_ jure (ou j'affirme) solennellement et sincèrement que je m'acquitterai fidèlement et consciencieusement des devoirs qui me seront impartis du fait de mon emploi dans la Fonction publique et que je ne divulguerai ni ne révélerai rien de ce qui viendra à ma connaissance de ce fait sans y être dûment autorisé (En case de serment, ajouter : "Que Dieu me soit en aide").

Witness (Commissioner of Oaths or Supervisor)

Témoïn (Commissaire aux serments ou surveillant) \_\_\_\_\_

Employee

Employé(e) \_\_\_\_\_

Date \_\_\_\_\_ 20 \_\_\_\_\_

Department

Ministère \_\_\_\_\_

Name (print)

Nom (en lettres moulées) \_\_\_\_\_

Signature \_\_\_\_\_

## Appendix O: Letter of Offer

Date

Name

Re: Competition Number  
Position Title  
Classification  
Location

On behalf of the Department of \_\_\_\_\_, I am pleased to offer you a term or permanent appointment to the above-noted position located within the name of Branch, Division.

In anticipation of your acceptance of this offer, I would like to sincerely congratulate you on your appointment.

### **Term Appointment:**

Upon acceptance of this offer, your employment will commence on date and terminate on date. Your scheduled hours of work will be a minimum of # of hours per week and your salary will be at the rate of \$bi-weekly rate, group, level. You will accumulate vacation and sick leave credits at the rate of 1 ¼ days per month (note: unless otherwise negotiated by management/non-union employee).

The requirement for your services may be for a shorter period depending upon the availability of work and resources, and the continuance of the duties to be performed. This letter should not be construed as a guarantee of future employment.

OR

### **Regular Appointment:**

Upon acceptance of this offer, your employment will commence on date. Your scheduled hours of work will be a minimum of # of hours per week and your salary will be at a rate of \$bi-weekly, group, level. You will accumulate vacation and sick leave credit at a rate of 1 ¼ days per month (note: unless otherwise negotiated by management/non-union employee).

### **Permanent Appointments:**

The New Brunswick Public Service Pension Plan (NBPSPP) is a contributory enhanced career average benefit that provides pension benefits to participating employees upon retirement in respect of their years of service with the Government of New Brunswick. Both the employee and the employer contribute to this plan.

At no cost to you, the employer provides Basic Life and Accidental Death & Dismemberment insurance equal to one times (1x) your annual earnings as well as the Employee and Family Assistance Program (EFAP). In addition, there are cost sharing optional benefits whereas you or you and your family may be covered for prescription drugs, extended health, travel, dental, vision care and dependent life insurance. Optional Life and Accidental Death & Dismemberment insurance and Voluntary Accidental Death & Dismemberment insurance is also available with no cost sharing. Benefit enrolment must be completed within **31 days** of becoming eligible (your start date). If enrolment is not completed within **31 days** of becoming eligible, you will be treated as a late applicant and will be required to complete a [Statement of Health Form](#) and may risk being declined coverage by the Insurer.

Long-term disability (LTD) insurance is a compulsory benefit for all permanent full-time and permanent part-time employees of participating employee groups (note: check collective agreement for eligibility of bargaining employees), provided the employee is required to work a minimum of forty percent (40%) of full-time employment on a regularly scheduled basis.

For additional information, please contact Payroll and Benefits Services at Service New Brunswick at 1-888-487-5050, or Vestcor's Member Services Team at 1-800-561-4012 or 506-453-2296, or visit [www.vestcor.org](http://www.vestcor.org).

### **Term Appointments:**

The New Brunswick Public Service Pension Plan (NBPSPP) is a contributory enhanced career average benefit that provides pension benefits to participating employees upon retirement in respect of their years of service with the Government of New Brunswick. Both the employee and the employer contribute to this plan.

At no cost to you, the employer provides Basic Life and Accidental Death & Dismemberment insurance equal to one times (1x) your annual earnings as well as the Employee and Family Assistance Program (EFAP). In addition, there are cost sharing optional benefits whereas you or you and your family may be covered for prescription drugs, extended health, travel, dental, vision care and dependent life insurance. Optional Life and Accidental Death & Dismemberment insurance and Voluntary Accidental Death & Dismemberment insurance is also available with no cost sharing. Benefit enrolment must be completed within **31 days** of becoming eligible (your start date). If enrolment is not completed within **31 days** of becoming eligible, you will be treated as a late applicant and will be required to complete a [Statement of Health Form](#) and may risk being declined coverage by the Insurer.

For additional information, please contact Payroll and Benefits Services at Service New Brunswick at 1-888-487-5050, or Vestcor's Member Services Team at 1-800-561-4012 or 506-453-2296, or visit [www.vestcor.org](http://www.vestcor.org).

**Relocation (if applicable):**

The Department is prepared to provide financial assistance to help offset the costs incurred in relocating, not to exceed \$ . A list of eligible moving expenses can be obtained from Human Resources. You will also be required to sign an agreement to remain in the employ of the Province for a minimum of two years.

**Politically Restricted (if applicable):**

I wish to inform you that pursuant to Section 27.2 of the *Civil Service Act* the position you are being offered has been designated as "politically restricted". I'm attaching a copy of the Act and an explanatory memo for your review. Acceptance of the position will indicate that you agree to the restrictions.

**Bargaining - Terms and Conditions**

Your terms and conditions of employment are in accordance with applicable collective agreement. Membership dues are deducted on a monthly basis. Please review your collective agreement for further information.

**Non-Bargaining - Terms and Conditions**

Your terms and conditions of employment are in accordance with the Management and Non-Union Human Resource Policies.

**Terms and Conditions of Employment (All)**

While you are in this position you are subject to the terms and conditions of employment. All conditions of employment must be satisfied for the duration of your appointment. The conditions for this position are , as specified in the job ad.

Insert operational requirement used to make this appointment is an operational requirement for this position. By accepting this offer, you are also accepting this prerequisite.

Given that all appointments from outside the Civil Service are subject to a probationary period of a minimum of 6 months, you will be on probation until date, with the possibility of extension.

When an appointment is made from outside the Civil Service, every person to be appointed is required to take and subscribe to the oath or affirmation of office and this appointment may not take effect until you have sworn the Oath or solemn affirmation of office.

\*\*Wording highlighted below is to be included **ONLY** for competitions where employees who, in the course of their work responsibilities, work in facilities of the regional health authorities, Extra-Mural/ Ambulance NB, corrections, nursing homes or adult residential facilities.

### **Vaccination policy for vulnerable sectors**

\*\*Your position includes work duties in a vulnerable sector setting; therefore, you will be required to provide proof that you are fully vaccinated (two primary doses plus a booster in the last 6 months) against COVID-19. If you are unable to provide proof of full vaccination on your start date, you will be required to follow all workplace mitigation measures (**insert specific measures here**) determined by your employer until such time you are fully vaccinated.

To protect your personal medical information, please do not forward proof of vaccination along with your commencement documents. We ask that you have the required documentation on hand on your first day. Your manager will explain the verification process as part of your onboarding activities.

### **Values and Ethics (All):**

We believe that the following fundamental values are central to our relationships with elected officials, the public and other public servants: ***Integrity, Respect, Impartiality, Service, and Competence***. As a public servant of GNB, you will be responsible for upholding these values on a day-to-day basis.

### **Other (All):**

Upon appointment, please familiarize yourself with the following important policies: Conflict of Interest, Political Activity of Public Servants, Workplace Harassment and Official Languages.

It is the policy of GNB to promote the use of both official languages, to provide services in the official language chosen by the public, and enable employees to work in their official language of choice. GNB recognizes that employees make superior contributions when they are able to work in their official language of choice. GNB strives to create a work environment that is conducive to the use of both official languages. Please indicate your preferred language of communication below.

Please complete the acceptance / non-acceptance section below and return it to \_\_\_\_\_, Human Resources Branch, Department of \_\_\_\_\_, P.O. Box 6000, Fredericton, NB E3B 5H1. Should you have workplace accommodation needs, please inform your manager prior to your date of appointment, or as soon as possible.

I would like to take this opportunity to welcome you to the Department and I wish you success in this new role. If you have any questions, feel free to call \_\_\_\_\_ at \_\_\_\_\_.

Sincerely,



---

Deputy Minister

/initials

c.c

*The New Brunswick Public Service: Improving the lives of New Brunswickers every day!*

Of the two official languages, which is your preferred language of communication?

Oral communication:

English/anglais     French/français

Written communication:

English/anglais     French/français

Within sixty (60) calendar days of my commencement date I agree to provide proof of:

Full vaccination

Exemption

**ACCEPTANCE / REFUSAL OF OFFER**

I accept this offer of employment and related terms and conditions of employment.

I will report to work on

I reject this offer of employment.

\_\_\_\_\_  
**Employee's signature**

\_\_\_\_\_  
**Date**

# Appendix P: Specialized Professional, Scientific or Technical Appointment

## REQUEST TO PROCEED RE: SPECIALIZED PROFESSIONAL, SCIENTIFIC OR TECHNICAL APPOINTMENT

(Civil Service Act - Section 15)

### Department, Branch

As HR Director, I hereby submit to the Deputy Minister the adjoined appendix as the required evidence demonstrating a lack of qualified persons in the labour market as defined in Chapter 5 of the Staffing Policy Manual, AD-4100.

Name of Person

Position

Effective Date

Dated this        day of

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# Appendix P: Specialized Professional, Scientific or Technical Appointment, Continued

## Appointment and Commencement Authorization

This type of appointment is not intended to substitute the regular staffing process. It is only to be used in specific situations to fill positions that require one or more of the following

- a high degree of expertise and training
- a high degree of technical skill
- are recognized experts in their field.

1. For appointment under Section 15 of the *Civil Service Act*, the following position requirements must be completed and maintained.

- Branch:
- Location:
- Position Number: \_\_\_\_\_
- Position Classification/Pay Band: \_\_\_\_\_
- Working title:
- Education requirements:
- Experience requirements:
- BEI competencies and levels required:
- Necessary Special Requirements (if applicable):
- Language requirements: \_\_\_\_\_

2. Labour Market Indicators:

- I have attached to this request scientific data, from a research based organization specializing in labour market analysis, as proof of a labour market shortage; and/or
- I have attached to this request proof that an open competition was advertised in the last 2 calendar years with the same classification, the same language requirements, and the same geographic location without yielding a successful qualified candidate.

Date of last competition for this position or other identical position

## Appendix P: Specialized Professional, Scientific or Technical Appointment, Continued

Number of qualified (screened-in) applicants:

Number of qualified "A" candidates:

Reason for refusal of offer:

I attest that the position I am requesting to fill under Section 15 of the *Civil Service Act* requires one or more of the following:

- a high degree of expertise and training
- a high degree of technical skills
- recognized experts in their field.

Rationale:

Manager: \_\_\_\_\_ Date: \_\_\_\_\_

### 3. The appointment is based on merit and the individual possesses the following:

- Appropriate qualifications
- Positive recommendation from references (if applicable)
- Language proficiency
- Overall suitability

I certify that this staffing request has been carried out in full compliance with the *Civil Service Act* and other relevant legislation and policies, and the principles underlying these requirements.

HR Director : \_\_\_\_\_ Date: \_\_\_\_\_

- I approve the appointment of Name of individual (Resume Attached) to this position **or**
- Appointment is not approved at this time.

Deputy Minister: \_\_\_\_\_ Date: \_\_\_\_\_

## **Appendix Q: Appointment under the Corporate Talent Management Program – Ad hoc Process**

### **REQUEST TO PROCEED RE: CORPORATE TALENT MANAGEMENT PROGRAM (PAY BAND 6-12)**

*(Civil Service Act - Section 16)*

#### **Department, Branch**

The Deputy Minister of Treasury Board hereby certifies that the Department of \_\_\_\_\_ has demonstrated the required evidence to support the appointment as defined in Chapter 5 of the Staffing Policy Manual.

**Name of Person**

**Position Number and Classification**

**Effective Date**

Dated this \_\_\_\_\_ day of \_\_\_\_\_,

\_\_\_\_\_  
Deputy Minister  
Treasury Board

\_\_\_\_\_

# Appendix Q: Appointment under the Corporate Talent Management Program – Ad hoc Process Continued

## Appointment Authorization – Ad hoc Process (Pay Band 6-12)

The Talent Management Program focuses on identifying, developing and retaining talent within our organization.

For appointment under Section 16 of the *Civil Service Act*, the following position requirements must be completed and maintained in the employee's personnel file.

- **Branch:**
- **Location:**
- **Position Number:** \_\_\_\_\_
- **Position Classification/Pay Band (eligibility is limited to employees currently classified between Pay Band 6-12 or equivalent bargaining classification):** \_\_\_\_\_
- **Working title:**
- **Education requirements:**
- **Experience requirements:**
- **BEI competencies and levels required:**
- **Necessary Special Requirements (if applicable):**
- **Language requirement:** \_\_\_\_\_

I am requesting to appoint an existing employee in Pay Band 6-12 (and equivalents) under Section 16 of the *Civil Service Act*, who demonstrates one or more of the following

- Performance** – refers to the employee's current level of performance, relative to the Appendix Q: Appointment under the Talent Management Program, performance goals and objectives set out in their current position.
- Readiness** – reflects an employee's ability to take on greater levels of responsibility in a higher level position or in a more complex role based on demonstrative behavioral and technical competencies, assuming reasonable opportunities for development are available.

## Appendix Q: Appointment under the Corporate Talent Management Program – Ad hoc Process Continued

**Willingness** – indicates the degree to which the employee is prepared and willing to assume a new role as well as the organization’s capacity to accommodate.

**Criticalness** – indicates that the employee has been identified as critical for succession planning purposes in achieving operational and strategic goals.

Rationale:

Gaps between the employee’s current skills, training, competencies, knowledge and abilities and those required for the targeted position:

I have attached a detailed learning and development plan to this request which outlines how and when the specific skills, knowledge, competencies, and abilities will be acquired.

The length of the training period is:

HR Director: \_\_\_\_\_ Date: \_\_\_\_\_

I certify that this staffing request has been carried out in full compliance with the *Civil Service Act* and other relevant legislation and policies, and the principles underlying these requirements.

Deputy Head : \_\_\_\_\_ Date: \_\_\_\_\_

I approve the appointment of Name of individual (**Resume Attached**) to this position of (position title), (classification) **or**

Appointment is not approved at this time.

Deputy Minister of Treasury Board:

\_\_\_\_\_

Date: \_\_\_\_\_



## **Appendix R: Casual or Temporary Appointment without Competition**

### **REQUEST TO PROCEED RE: APPOINTMENT OF CASUAL OR TEMPORARY WORKER WITHOUT COMPETITION**

*(Civil Service Act - Section 16)*

**Department, Branch**

As HR Director, I hereby submit to the Deputy Minister the adjoined appendix as the required evidence demonstrating merit has been demonstrated as defined in Chapter 5 of the Staffing Policy Manual.

**Name of Person**

**Position**

**Effective Date**

Dated this        day of        ,

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## Appendix R: Casual or Temporary Appointment without Competition, Continued

### Appointment and Commencement Authorization to a Regular Position

Pursuant to section 16(1)(d)(i) of the *Civil Service Act*, an individual hired as a casual or a temporary worker under section 17 may be appointed without competition to a regular position within the Civil Service.

This process is intended for casuals or temporary workers with proven performance records. It is also intended to avoid the inefficiencies of unnecessary competitions where currently employed individuals have already clearly demonstrated their merit for appointment.

1. For appointment under Section 16 of the *Civil Service Act*, the following position requirements must be completed and maintained in the employee's personnel file.

- Branch:
- Location:
- Position Number:
- Position Classification/Pay Band:
- Working title:
- Education requirements:
- Experience requirements:
- BEI competencies and levels required:
- Necessary Special Requirements (if applicable):
- Language requirement:

2. The appointment is based on merit and all of the following has been demonstrated:

- The ability to meet all position requirements through job performance (included with this form)
- The supervisor has provided a recent objective measurement of job performance
- Appropriate qualifications
- Positive recommendation from references

## Appendix R: Casual or Temporary Appointment without Competition, Continued

Language proficiency

Overall suitability

Manager: \_\_\_\_\_ Date: \_\_\_\_\_

I certify that this staffing request has been carried out in full compliance with the *Civil Service Act* and other relevant legislation and policies, and the principles underlying these requirements.

HR Director : \_\_\_\_\_ Date: \_\_\_\_\_

I approve the appointment of Name of individual **(Resume attached)** to this position **or**

Appointment is not approved at this time.

Deputy Minister or designate \_\_\_\_\_ Date: \_\_\_\_\_

## **Appendix S: Appointment Students/Apprentices without competition**

### **REQUEST TO PROCEED RE: APPOINTMENT OF SUMMER STUDENTS, UNIVERSITY OR COMMUNITY COLLEGE CO-OP STUDENTS OR APPRENTICES WITHOUT COMPETITION**

(*Civil Service Act* - Section 16)

#### **Department, Branch**

As HR Director, I hereby submit to the Deputy Minister the adjoined appendix as the required evidence demonstrating merit has been demonstrated as defined in Chapter 5 of the Staffing Policy Manual.

**Name of Person**

**Position**

**Effective Date**

Dated this        day of        ,

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## Appendix S: Appointment Students/Apprentices without competition, Continued

### Appointment and Commencement Authorization Summer Students, University or Community College Co-op Students, or Apprentices

Pursuant to section 16(1)(d)(ii) of the [Civil Service Act](#), summer students, university or community college co-op students or apprentices may be appointed without competition to a regular entry-level properly classified position in the Civil Service if the individual held an appointment under Section 17 of the [Civil Service Act](#) for a total minimum of 4 calendar months and performed similar duties. This process provides an effective avenue of rejuvenating the Civil Service.

1. For appointment under Section 16 of the *Civil Service Act*, the following position requirements must be completed and maintained in the employee's personnel file.

- Branch:
- Location:
- Position Number:
- Position Classification/Pay Band:
- Working title:
- Education requirements:
- Experience requirements:
- BEI competencies and levels required:
- Necessary Special Requirements (if applicable):
- Language requirement: \_\_\_\_\_

2. The appointment is based on merit and the following has been demonstrated:

**Appendix S: Appointment Students/Apprentices without competition, Continued**

- The ability to meet all position requirements**
- The supervisor has provided a recent objective measurement of job performance**
- Appropriate qualifications**
- Positive recommendation from references**
- Language proficiency**
- Overall suitability**
- The 4 calendar months of experience was completed within the last calendar year.**

Manager: \_\_\_\_\_ Date: \_\_\_\_\_

I certify that this staffing request has been carried out in full compliance with the *Civil Service Act* and other relevant legislation and policies, and the principles underlying these requirements.

HR Director: \_\_\_\_\_ Date: \_\_\_\_\_

- I approve the appointment of Name of individual (**Resume attached**) to the position **or**
- Appointment is not approved at this time.

Deputy Minister or designate \_\_\_\_\_ Date: \_\_\_\_\_

# Appendix T: Appointment under the Departmental Talent Management Program

## REQUEST TO PROCEED RE: DEPARTMENTAL TALENT MANAGEMENT PROGRAM (PAY BAND 5-7)

*(Civil Service Act - Section 16)*

### Department, Branch

The Talent Management Committee, Department of \_\_\_\_\_ hereby submits to the Deputy Minister the required evidence to support the appointment as defined in Chapter 5 of the Staffing Policy Manual.

**Name of Person**

**Position**

**Effective Date**

Dated this \_\_\_\_\_ day of \_\_\_\_\_ ,

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## Appendix T: Appointment under the Departmental Talent Management Program Continued

### Appointment Authorization

#### (Pay Band 5-7)

The Departmental Talent Management Program provides employees in Pay Band 5 to 7 (and equivalent) with opportunities to further develop their middle manager core competencies and/or their leadership competencies within their department.

It responds to the need for identifying new and emerging talent within the department and training employees so they are ready to take on increased responsibility as the need may arise.

For appointment under Section 16 of the *Civil Service Act*, the following position requirements must be completed and maintained in the employee's personnel file.

- **Branch:**
- **Location:**
- **Position Number:**
- **Position Classification/Pay Band (eligibility is limited to employees currently classified between Pay Band 5-7 or equivalent bargaining classification):**
- **Working title:**
- **Education requirements:**
- **Experience requirements:**
- **BEI competencies and levels required:**



## Appendix T: Appointment under the Departmental Talent Management Program Continued

<ul style="list-style-type: none"><li>• <b>Necessary Special Requirements (if applicable):</b></li><li>• <b>Language requirement:</b></li></ul> <p>I am requesting to appoint an existing employee in the Pay Band 5-7 (and equivalents) range under Section 16 of the <i>Civil Service Act</i>.</p> <p>Rationale:</p> <p>Gaps between the employee's current skills, training, competencies, knowledge and abilities and those required for the targeted position:</p> <p><input type="checkbox"/> I have attached a detailed learning and development plan to this request which outlines how and when the specific skills, knowledge, competencies, and abilities will be acquired.</p> <p>Manager: _____ Date: _____</p>
<p>I certify that this staffing request has been carried out in full compliance with the <i>Civil Service Act</i> and other relevant legislation and policies, and the principles underlying these requirements.</p> <p>HR Director : _____ Date: _____</p>

**Appendix T: Appointment under the Departmental Talent Management Program Continued**

<input type="checkbox"/> I approve the appointment of Name of individual ( <b><u>Resume Attached</u></b> ) to this position or
<input type="checkbox"/> Appointment is not approved at this time.
Deputy Minister _____ Date: _____

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# Appendix U: 30-day Competition Process Tracking Summary

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
		Delegation/Responsibility																													
<b>PHASE 1 – Position Analysis</b>		<b>1 DAY</b>																													
1	Evaluate position and its requirements	HRA & Manager																													
2	Review position description to ensure the requirements have not changed*	HRA & Manager																													
3	Discuss staffing options and prepare recruitment request for approval	HRA & Manager																													
<b>PHASE 2 - Advertisement</b>		<b>10 DAYS</b>																													
4	Update position competency profile	HRA & Manager																													
5	Prepare job ad including all merit criteria and any conditions of employment	HRA & Manager																													
6	Send finalized job ad for translation	HRA or Recruitment Coordinator																													
7	Forward job ad to DHR contacts for approvals to advertise from Redeployment	Recruitment Coordinator																													
8	Post job ad (minimum 5 days for Management/Non-union or in accordance with applicable collective agreement for bargaining positions)	HRA or Recruitment Coordinator																													
<b>PHASE 3 – Pre-Interview Preparation</b>		<b>10 DAYS</b>																													
9	Select Board of Examiners	HRA & Manager																													
10	Determine if any other merit criteria will be used for screening in addition to the essential qualifications	HRA & Manager																													
11	Complete screening worksheet	Board of Examiners																													
12	Finalize assessment tools (interview questions, tests, rating guide, etc...)	HRA & Manager																													
13	Schedule interviews and send pre-interview letter (5 days in advance of interview to allow candidates to prepare)	HRA or Recruitment Coordinator																													
14	Send acknowledgement letters to all those who applied	HRA or Recruitment Coordinator																													
<b>PHASE 4 - Assessment</b>		<b>5 DAYS</b>																													
15	Rate and assess all essential merit criteria, including language, as well as any other merit criteria and conditions of employment.	Board of Examiners																													
16	Conduct reference and/or validation checks if necessary	HRA & Manager																													
17	Establish eligibility list based on assessment results	Recruitment Coordinator																													
<b>PHASE 5 - Appointment</b>		<b>4 DAYS</b>																													
18	Send eligibility list for selection and approval	Recruitment Coordinator																													
19	Prepare offer letter	HRA																													
20	Review competition file for necessary documentation and close the file	HRA or Recruitment Coordinator																													

\* Position must be properly classified to meet timeline.

## Appendix V: Veteran Self-Identification Form



The *Civil Service Act (New Brunswick)* gives preference to veterans as defined below. Under the authority of the Veterans' Preference provisions set out in the legislation, the Government of New Brunswick is collecting your personal information:

*10(2) In a competition for appointment to the Civil Service, a preference shall be given to a veteran if the veteran is selected from among the candidates qualified for the position or positions in relation to which the competition is conducted as one of the most qualified candidates and placed on an eligibility list.*

This information is being collected for the purpose of assessing whether you are entitled to claim the preference. We have limited the collection of your personal information to the minimum amount necessary for this purpose. We cannot use, disclose, or share your personal information for any other purpose, unless you authorize us to do so or the *Right to Information and Protection of Privacy Act* permits us to do so. If you have any questions about the collection of your personal information, please contact Treasury Board at (506) 453-8574.

If you wish to be granted preference in a staffing competition, please sign and complete the bottom of this form and attach the following documentation:

A veteran must provide signed copies of the following documents:

- Member's Personal Record Resume (MPRR)
- Release/Transfer Notification

All criteria must be met. Please note we may follow up with the appropriate authorities referenced in the documentation.

"Veteran" means a Canadian citizen who has rendered military service

- (a) for at least three continuous years as a member of
  - (i) the regular force and has been honourably released, or
  - (ii) the primary reserve, and if no longer serving, has been honourably released,
- (b) for at least three continuous years and whose service, in the opinion of the Minister, is equivalent to subparagraph (a)(i) or (ii) as a member of
  - (i) the armed forces of Member State of the North Atlantic Treaty Organization, or
  - (ii) Her Majesty's Forces, or
- (c) as a member of a class of persons designated by the regulations as having rendered meritorious service.

I certify that I am eligible for preference as a veteran under the *Civil Service Act* and that the documents attached are true copies.

Name (print) : \_\_\_\_\_ Date: \_\_\_\_\_

Signature : \_\_\_\_\_ Competition #: \_\_\_\_\_

# Appendix W: Equal Employment Opportunity Program Self-Identification Form



Individuals registered with the Government of New Brunswick’s Equal Employment Opportunity (EEO) Program are eligible to be given preference in a staffing competition.

This information is being collected for the purpose of assessing whether you are entitled to claim the preference. We have limited the collection of your personal information to the minimum amount necessary for this purpose. We cannot use, disclose, or share your personal information for any other purpose, unless you authorize us to do so or the *Right to Information and Protection of Privacy Act* permits us to do so. If you have any questions about the collection of your personal information, please contact Finance and Treasury Board at (506) 453-8574.

If you are found to be among the most qualified and wish to be granted preference in a staffing competition, please sign and complete the bottom of this form and **attach a copy of the EEO Program registration confirmation letter, demonstrating you are currently registered with the program. It is not sufficient to simply be registered with the program to be granted preference; you must also complete this form as per the instructions.**

All criteria must be met. Please note we may follow up with the appropriate authorities referenced in the documentation.

To be eligible for the program, candidates must be residents of New Brunswick and be members of one of the following designated groups:

- **Aboriginal:** an Aboriginal person is a North American Indian, a member of a First Nation, Métis, or Inuit who identifies with the Aboriginal community culturally and/or linguistically. Métis are people who have Aboriginal ancestry, who self-identify as Métis, and who are recognized by the Métis Nations. Inuit are the Aboriginal inhabitants of Northern Canada.
- **Persons with disabilities:** persons with disabilities are individuals who have a long term or recurring health condition that limits the kind or amount of activity that they can do in the workplace because of a physical, intellectual, sensory, psychiatric or learning limitation.
- **Members of visible minorities:** members of a visible minority group are persons in Canada, other than Aboriginal peoples, who are non-Caucasian. Some people who are members of a visible minority group were born in Canada; others have come here from other countries.

You can register online for the EEO Program, using the government e-recruitment web based resource. Please allow up to 15 business days for your application to be reviewed.

I certify that I am eligible for preference as an individual registered with the EEO Program and that the documents attached are true copies.

Name (print) : \_\_\_\_\_ Date: \_\_\_\_\_

Signature : \_\_\_\_\_ Competition #: \_\_\_\_\_

# **Appendix X: Eligibility List Consent Form**

## **Eligibility List Consent Form**

This consent form is to be used for the position of \_\_\_\_\_ Competition # \_\_\_\_\_ with  
\_\_\_\_\_ Branch for the Department of \_\_\_\_\_.

I, \_\_\_\_\_ (applicant's name) give permission to the Government of New Brunswick to share my resume and cover letter, including my contact information to other Government Departments to be considered in filling any future vacancies with any other Department for which I may qualify.

By providing such authorization, I understand and agree that I release the Government of New Brunswick from any and all claims or potential claims I may have regarding the information being released to or by GNB departments.

Applicant Signature : \_\_\_\_\_ Date: \_\_\_\_\_

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## **Formulaire de consentement pour la liste d'admissibilité**

Le présent formulaire de consentement doit être utilisé pour le poste de/d' \_\_\_\_\_, dont le numéro de concours est \_\_\_\_\_, à la Direction \_\_\_\_\_ avec le ministère de \_\_\_\_\_.

Je soussigné(e) \_\_\_\_\_ (nom de la personne candidate) donne la permission au gouvernement du Nouveau-Brunswick communique mon curriculum vitae et mes coordonnées à d'autres ministères pour d'autres possibilités pour lesquelles je possède les qualifications requises.

En donnant cette autorisation, je comprends et accepte que je libère le gouvernement du Nouveau-Brunswick de toute réclamation ou réclamation potentielle que je pourrais avoir concernant toute information communiquée aux ministères du GNB.

Signature de la personne candidate : \_\_\_\_\_ Date : \_\_\_\_\_

## Appendix Y: Appointment Directive – Executive level

**Subject:** Appointment of Candidate at the executive level

**Applicability:**

- All of part I including ONB and SNB
- Appointment of Assistant Deputy Minister, Vice-President, Executive Director (pay band 10 and above)

**Directive:**

- All appointments must be approved by the Clerk of the Executive Council.

**Authority:**

- Clerk of the Executive Council / Head of the Public Service

**Requirement:**

- Once reference checks are completed and merit is established, the hiring department **MUST** receive approval to appoint from Clerk in writing (or delegate).
- Appointments may only be made after the Clerk has approved.

**How:**

- Deputy Minister reach out to the Chief Human Resources Officer (CHRO) and provides rational including confirmation of reference checks.
- CHRO will then review with the Clerk.
- Decision provided to the deputy minister.