



Office of the
Merit Commissioner

Audit of Auxiliary Appointments

2017/18

UPHOLDING FAIR HIRING IN THE
BC PUBLIC SERVICE



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Executive Summary

The *Public Service Act* exempts auxiliary appointments from requiring a competitive process; however, it does require this type of appointment to be merit-based, and education, skills, knowledge, experience, past work performance and years of continuous service must be considered when determining merit. The purpose of this audit was to examine whether individuals appointed to auxiliary positions met the mandatory education and experience qualifications, which are considered to be the minimum requirements of the position and the most easily observable factors of merit.

The audit examined a sample of 171 new auxiliary appointments that were made to the BC Public Service over a six month period in 2017. The hiring managers responsible for these appointments were asked to provide the job profile and the appointee's resume, as well as, complete a short questionnaire regarding the education and experience qualifications, and how the individual was identified and assessed.

The audit's overall conclusions were that 144 individuals met or exceeded the minimum requirements and 17 individuals did not meet the minimum requirements. Due to insufficient information, a determination could not be made for the remaining 10 of the 171 individuals in the sample regarding whether they met the minimum requirements. With respect to the 17 individuals who did not meet the minimum requirements, most were appointed to positions classified at the R9 and R11 level, many of which involved administrative or clerical roles.

In approximately half of the 17 appointments where the individual appointed did not meet minimum requirements, they did not have either the education or experience stated as mandatory in the job profile which the hiring manager had confirmed was accurate. In the other half, the education or experience qualifications which the hiring manager considered mandatory were different than those stated in the job profile. In these cases, the changes made were not considered to be reasonable as a qualification fundamental to the position (typically experience) was either lowered or considered unnecessary by the hiring manager. It was apparent for at least 10 of the 17 individuals that they could obtain the missing qualification within a year of working as an auxiliary in the position.

The audit also considered how the appointed individuals were identified and assessed given that a competitive process was not required. The majority of individuals were identified through some form of active search open to a number of individuals (such as a notice of an auxiliary opportunity, competition or inventory) and almost all the individuals appointed underwent some form of interview assessment. It was unclear for 31 of the appointments whether past work performance had been assessed. This is of note as past work performance is not only a factor of merit that must be considered, it is also a hiring policy requirement.



The audit observed that it is necessary for hiring managers to consult several information sources on the BC Public Service Agency website in order to understand the necessary requirements for hiring auxiliary employees, including the need for the appointments to be based on merit and the need to assess past work performance with a supervisory referee.

The audit concluded that the large majority of individuals appointed to auxiliary positions met the minimum requirements. Where there is risk of appointing an unqualified individual as an auxiliary, it is most likely to be in relation to positions classified at the R9 and R11 levels. The risk of permanently appointing unqualified individuals to the public service through this appointment type is limited by the probability that the necessary experience could be gained during the auxiliary appointment. While not the focus of this audit, this examination also identified a potential risk related to the absence of past work performance assessments. The audit makes the following three recommendations.

1. Hiring managers review the mandatory education and experience qualifications to determine their accuracy, and do not change fundamental requirements.
2. Hiring managers assess past work performance and include a reference from a supervisor or equivalent.
3. The BC Public Service Agency provide easily accessible and amalgamated information on auxiliary appointments for hiring managers, including an explanation of the phrase “to be based on the principle of merit”, and the specific requirements for the assessment of past work performance and documentation.



Introduction

Section 8 of the *Public Service Act* requires appointments to permanent positions and long-term temporary assignments to be based on merit and subject to a competitive process. While the *Act* exempts auxiliary appointments from requiring a competitive process, this type of appointment must still be merit-based and education, skills, knowledge, experience, past work performance and years of continuous service must be considered when determining merit.

Every year, a significant number of individuals are appointed on an auxiliary basis to the BC Public Service. As it is possible that these individuals become permanent employees through competition or conversion, further examination of this appointment type was considered warranted to identify any potential risks to merit-based hiring.

Objective

The purpose of this audit is to determine whether individuals, when first hired as auxiliary employees, met the minimum requirements for the position to which they were appointed. Of secondary interest are the methods used to identify and assess individuals for auxiliary opportunities, given that many of these employees will transition to the permanent workforce, some possibly without competition.

Scope and Sample

The audit examined a sample of auxiliary appointments that occurred from May 15, 2017 to November 15, 2017. Only new auxiliary appointments were considered and individuals who were rehires, recalls, appointments to special programs such as the co-operative education program, and bulk seasonal hires (e.g., fire fighters) were excluded from the audit. A sample of 206 appointments were randomly drawn from a population of 596 appointments based on data from the Corporate Human Resource Information and Payroll System (CHIPS). Subsequently, 35 appointments were determined to be out-of-scope leaving 171 appointments to be audited. In all, 134 hiring managers were identified as responsible for one or more of the appointments in the audit.

The sample of appointments is both statistically and proportionately representative of the population of auxiliary appointments from which it was drawn. More details on the selection of the sample, its characteristics, and population of estimates may be found in Appendix A.

It was intended that this audit be conducted as soon after the conclusion of the six-month sample period as possible. The collection of data from hiring managers was scheduled to start in January 2018 with the plan of completing the audit and reporting results by March 31, 2018. However, the Head of the BC Public Service Agency challenged the Merit Commissioner's entitlement to access to the necessary information after the initial launch of the audit. Addressing this matter delayed progress for several months. The audit recommenced in April 2018 without changes to approach or content.



Criteria and Methodology

In this audit, individuals were considered qualified if, at the time of their appointment, they met the mandatory education and experience qualifications for the position to which they were appointed. In order to make this assessment, responsible hiring managers were asked to submit the job profile and the appointee's resume (or equivalent documentation) that existed at the time the appointment was made.

In addition, through the completion of a short questionnaire (Appendix B), hiring managers were provided the opportunity to identify and explain any differences between the mandatory education and experience qualifications stated in the job profile and those they used to hire the appointee. Where hiring managers indicated that the requirements were identical to those stated in the job profile, the audit reviewed the appointee's resume to determine if they possessed these qualifications. Where a hiring manager's questionnaire responses inferred changes had been made to the minimum requirements, the audit first determined whether the changes were reasonable given the nature of the position, and then whether the appointee was qualified. Where changes were not considered reasonable, appointed individuals were considered against the originally stated qualifications and determined to be qualified or not qualified.

The questionnaire also asked hiring managers to indicate how individuals appointed were identified and assessed.

Overall Results

As shown in Table 1, of the 171 appointments audited, 144 of the individuals appointed met the minimum requirements of the position at the time they were appointed. In 17 cases, the individuals appointed did not meet these requirements. For the remaining 10 appointments, there was insufficient documentation upon which to make a determination. See Appendix A for how these results are generalized to the population of appointments from which the sample was drawn.

Table 1 – Audited individuals in relation to minimum requirements for the position

Met the requirements	Number	Percentage
Yes	144	84%
No	17	10%
Unable to Determine	10	6%



Met Minimum Requirements

For 133 of the 144 appointments where the audit determined that the individual met the minimum requirements, it was clear that the individual met or exceeded the mandatory education and experience qualifications stated in the job description. In the other 11 cases, hiring managers indicated the mandatory qualifications considered were different from those stated in the documentation provided and explained why the changes had been made. The audit found that the changes as described below, did not impact the fundamental job requirements and as such, were reasonable. The individuals appointed either met or exceeded the changed requirements.

- **Broader Types of Experience:** Where the job profile described a type of experience gained in a specific environment, the same type of experience gained in a different environment was considered acceptable. For example, administrative experience gained in a *hotel* setting rather than an *office* environment.
- **Select Responsibilities:** Where not all position functions would be performed during the period of the appointment, it was considered reasonable that only some qualifications were required. For example, an entry-level clerical position required data-entry and word processing experience; however, as only the reception functions were needed, only the data-entry experience was necessary.
- **Lesser Qualified Individuals:** Where individuals were identified who did not possess the minimum requirements, they were reasonably appointed at an under-implemented level. For example, the individual was appointed as a GIS Technician instead of a GIS Analyst.

Did Not Meet Minimum Requirements

There were 17 cases in which the audit determined the appointee did not meet the minimum position requirements. In nine of these cases, the appointees' resumes indicated that they did not meet one or more of the requirements hiring managers had confirmed as mandatory qualifications. For example, an individual with less than a year of relevant experience was hired for a position requiring two years of policy, planning or related types of experience.

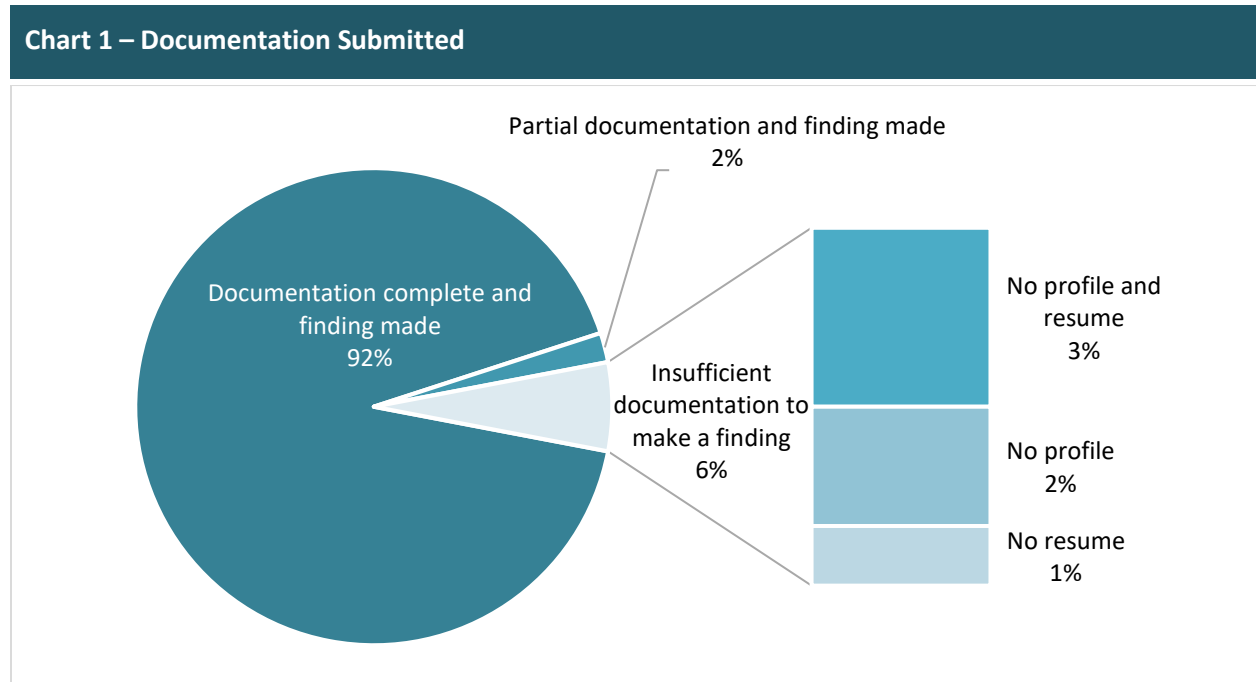
In the other eight cases, questionnaire responses indicated that one or more of the mandatory education or experience qualifications outlined in the job profile was either reduced or eliminated entirely. While the appointee may have met the lesser requirement, the qualification which was amended or eliminated was fundamental to the job to be performed; therefore, the audit determined that it was unreasonable to consider these individuals as qualified for appointment. For example, it was unreasonable to eliminate the requirement for basic accounting or bookkeeping experience for a financial clerk position.



Insufficient Information

Overall, hiring managers were able to provide the appointment documentation necessary to conduct the audit. The required questionnaire was completed and submitted for all 171 audited appointments. For 158 of the appointments, both the job profile and appointee's resume were submitted. In three additional cases, no job profile was provided but based on the classifications and levels of the positions, the audit was able to conclude that the appointees were qualified given the experience indicated in their resumes.

For the remaining 10 appointments, there was insufficient documentation to make a determination about the appointees' qualifications. In addition to missing one or both of the job profile and resume, in several instances, the questionnaire was only partially complete as the respondent was not the hiring manager and had limited knowledge of the appointment. Chart 1 illustrates the missing documentation findings.



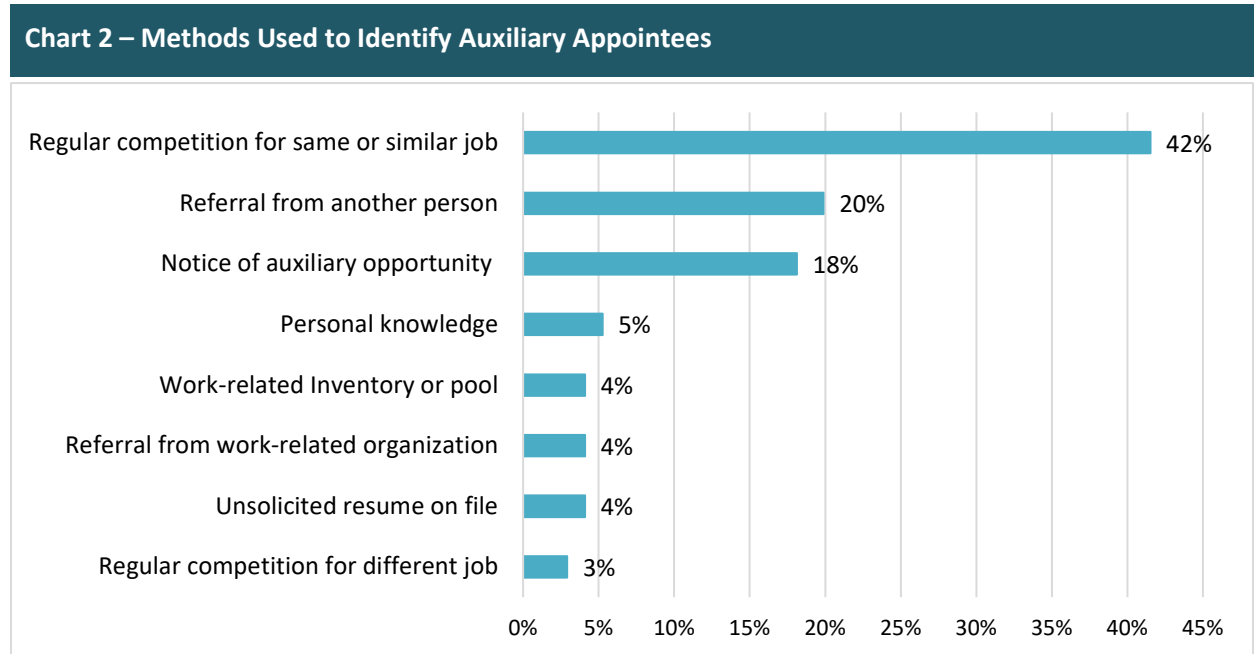


Other Results

While the main purpose of this audit was to assess whether the appointees met the minimum job requirements, the means by which individuals were hired was also of interest. To that end, the questionnaire gathered information on the methods used to identify and select individuals for auxiliary appointments.

Identification

Hiring managers were asked how they identified the individual who was appointed. Chart 2 illustrates the methods used.



Notes:

Referral from another person involved canvassing colleagues, acquaintances, and staff for referrals or recommendations.

Personal knowledge included being familiar with their work as a contractor, learning about a person while providing interview feedback; meeting individuals from the private sector while working together; and receiving superior customer service.

Referral from work-related organization included referrals from temporary employment agencies, professional associations, post-secondary institutions, or training programs.

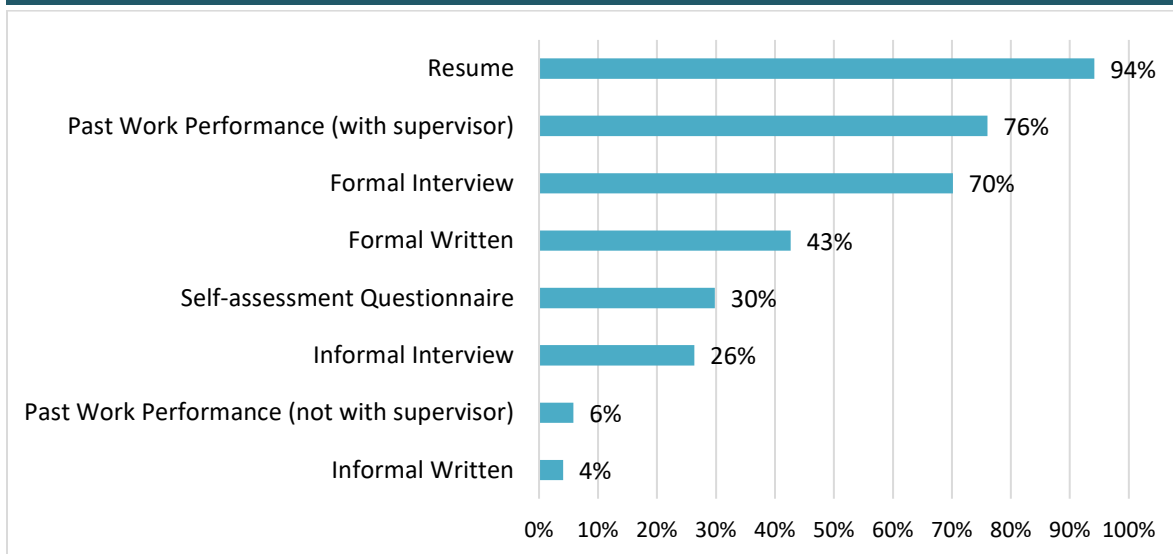


Assessment

Hiring managers were also asked to provide details regarding the methods used to assess appointees. The vast majority of appointments involved a review of resumes in conjunction with some form of interview process. In addition, close to half included a written test or assignment. In several instances where it was evident that the hiring managers chose both the formal and informal option (either interview or written assessment) in the questionnaire in error, the data has been adjusted¹.

According to the questionnaires completed by hiring managers, past work performance was checked off as assessed for 131 of the 171 appointees. However, the audit identified an additional nine appointees where it was evident from other questionnaire responses and documentation provided that, in fact, this factor had been verified – therefore, the data has been adjusted to reflect that past work performance was assessed in 140 appointments. In the remaining 31 cases, there was no indication that past work performance was assessed. With respect to the 140 cases where this factor was assessed, 130 of these appointments included a reference from a supervisor. It should be noted that the data has also been adjusted for those questionnaires where both past work performance options were checked off in error². These results are summarized in Chart 3³.

Chart 3 – Methods Used to Determine Qualifications of Auxiliary Appointees



¹ Based on a review of the associated comments, where it was clear which option should have been selected the audit data was adjusted accordingly. There were three appointments where it was not clear so both options remain selected - two of these cases involved interviews and one involved testing.

² Based on a review of associated comments, where it was clear that one of the referees was supervisory or equivalent, the other option of past work performance assessment with other than a supervisor was eliminated.

³ As multiple methods of assessment were used for some appointments, the percentages in Chart 3 do not total 100 per cent.



Discussion

As noted in the introduction, the *Act* states that auxiliary appointments are “to be based on the principle of merit” which, for this type of appointment, means consideration must be given to the individuals’ education, experience, knowledge, skills and past work performance, in relation to the work to be performed. The *Act* specifically excludes auxiliary appointments from the requirement for “a process designed to appraise the knowledge, skills and abilities of eligible applicants” or in simpler terms, a competition.

The information on the requirements for auxiliary appointments that is readily available to hiring managers on the BC Public Service website (“MyHR”) is reflective of the *Act* but brief. It states that auxiliary appointments “must be based on the principle of merit” but do not require a competition. Similar but more detailed information, is available to Agency staff and includes an explanation that “based on the principle of merit” means that an individual’s qualifications “must be assessed against those required for the job”. In addition, this information indicates that past work performance must be assessed and that a job profile and documentation of the assessment approach are required.

Mandatory Education and Experience Qualifications

Based on the requirements under the *Act*, the focus of the audit was to determine whether individuals newly appointed to the BC Public Service met the mandatory education and experience qualifications for the positions to which they were appointed. The audit chose to consider only education and experience, as they are usually the initial minimum requirements that must be met and they are also clearly observable factors of merit. While the results showed that in the majority of appointments audited, individuals possessed the mandatory education and experience qualifications, there were 17 appointments (10 per cent) where individuals did not meet these minimum requirements.

The 17 appointments were across nine ministries and a variety of job groups: administrative support; senior administration and research; enforcement and corrections; trades and operations; and health, education and social work. Thirteen of these appointments (76 per cent) involved positions classified at the R9 and R11 level, with administrative support positions accounting for 11 of the 13. For approximately half of the 17 appointments, the individual did not have either the education or experience stated as mandatory in the job profile which the hiring manager had confirmed was accurate. For the other half, the education or experience qualifications which the hiring manager considered mandatory were different than those stated in the job profile. In these cases, the changes made were not considered to be reasonable as a qualification, typically experience, fundamental to the position were either lowered or considered unnecessary by the hiring manager. It is worth noting that in 10 of the 17 (59 per cent) cases when the appointee did not meet the experience requirements of the



position on appointment, they would be able to obtain the missing experience in less than a year in the position.

In addition to these findings, comments by a few hiring managers reflected a lack of understanding of what is meant by “mandatory” selection criteria. For example, comments in one questionnaire stated that the mandatory qualifications were the same as those in the submitted job profile; however, the section of the selection criteria which listed the education and experience qualifications had been completely removed from the submitted Clerk/Steno 9 job profile which was a template from the MyHR “Job Store”. In another case, the comments indicated that the mandatory experience was identical to that in the job profile but just not required at the time of hire. While the challenge of finding qualified individuals for short-term, often immediate assignments is recognized, it is not reasonable to waive mandatory qualifications and appoint unqualified individuals at the full level of the position. Instead other reasonable merit-based options should be considered such as, under-implementing individuals at a lower classification level.

Identification and Assessment of Appointees

Regarding the methods used to identify individuals for auxiliary appointments, 114 of the individuals appointed (67 per cent) were found through some form of active search open to a number of individuals such as, a notice of an auxiliary opportunity, competition or inventory. The other 57 individuals (33 per cent) were identified through more passive means such as referrals from work-related organizations, referrals from another person, unsolicited resume on file, and personal knowledge of the individual. In a few of these cases, the questionnaire responses indicated that when other active search methods (e.g., seeking individuals through competitions or inventories) had failed, the hiring manager had requested referrals from other people. In 25 of the 57 appointments (44 per cent), the opportunity was made available to only one person.

Regarding assessment, almost all individuals appointed had their resumes reviewed and participated in some form of interview process. With respect to past work performance, hiring managers indicated that references included a supervisory referee for 130 of the appointments. Of note is that although references were checked in 10 additional cases, they did not include a supervisory referee, and in the remaining 31 cases, there was no indication that past work performance had been assessed. A closer examination of the latter cases showed that for two of the appointments, the questionnaire respondent was not the hiring manager and did not know if this factor had been assessed.

Past work performance is a distinct factor of merit that must be considered for a person appointed under the *Act*. Further, public service hiring policy requires an employment reference from a supervisor or equivalent. While the assessment of this factor was not part of the criteria established to determine if individuals appointed met minimum requirements, it is concerning that in almost one quarter of



appointments audited, past work performance may not have been assessed. Taking into consideration that the auxiliary appointment information readily available to hiring managers is interspersed throughout the Agency's website (e.g., the *Act*, relevant hiring policy, topic guides) and other information must be obtained by contacting Agency staff (internal guidance document), it is possible that there is a lack of knowledge or understanding of the requirements related to auxiliary hiring, including the need to assess past work performance with a supervisory referee.

The audit compared the identification and assessment methods of the 17 individuals who did not meet the minimum requirements with the 144 who did meet the requirements. The 17 were more likely than their qualified counterparts to have been identified through a passive means: be the only person to whom the opportunity was made available; and, not have an assessment of past work performance conducted. Even though there was a relatively small number of individuals who did not possess the mandatory education and experience qualifications, these observations provide some insight into areas of potential risk for merit-based auxiliary appointments and identify opportunities for improvement.

Documentation

Hiring managers are accountable for ensuring auxiliary appointments are appropriately and sufficiently documented to demonstrate that a merit-based appointment occurred. Also, hiring policy requires a job profile (or description of duties) and individual applications be retained on file in accordance with the BC government records management policy and procedures. In addition, the Agency's internal guidance document for auxiliary appointments states that a job profile is required. Overall, the documentation findings were positive with required documents being produced for 94 per cent of the sample appointments.

In the six per cent of appointments where the audit found there was insufficient documentation, almost all were missing the job profile and more than half were missing the individual's resume. In some instances, the comments on the questionnaire indicated that the document(s) were inaccessible as the hiring manager was not available; whereas in others, the responses indicated that the documents, typically the job profile, simply had not been used. For a few appointments where no job profile was provided, the questionnaire responses reproduced the appointees' qualifications as the key requirements for the position.



Conclusion

Generally, the results of this audit were reassuring with the large majority of individuals appointed to auxiliary positions meeting the minimum requirements or a reasonable facsimile thereof. Further, it was evident that for the most part, hiring managers had exceeded requirements by taking time to identify individuals through some form of active search and to assess them through a competitive process involving more than one individual. Where the audit found individuals were not qualified, it was usually related to the elimination or reduction of a mandatory experience qualification, in particular for those classified at the R9 and R11 level and mostly administrative support positions. As it is likely the necessary experience would be acquired through the auxiliary appointment, should the individual become a permanent employee at a later date (either through a competition or conversion to regular status) they would be fully qualified at that point; thereby limiting the risk to merit-based hiring. While it was not the focus of this audit, some risks related to the absence of past work performance assessments was revealed.

Prior to being finalized, this report was shared with the Deputy Minister of the BC Public Service Agency and her response is attached as Appendix C.

Based on the findings and most significant issues identified through the audit of auxiliary appointments, the Merit Commissioner makes the following recommendations to hiring managers and the BC Public Service Agency.

Recommendations for Hiring Managers

- Review the mandatory education and experience qualifications to determine their accuracy, and do not change fundamental requirements.
- Assess past work performance and include a reference from a supervisor or equivalent.

Recommendation for the BC Public Service Agency

- Provide easily accessible and amalgamated information on auxiliary appointments for hiring managers including an explanation of the phrase “to be based on the principle of merit”, and the specific requirements for past work performance and documentation.

Office of the Merit Commissioner
January 2019



Appendix A

Sampling and Generalizability of Results

Sampling

The population under review was newly hired auxiliary appointments to the BC Public Service occurring over a six-month period between May 15 and November 15, 2017. The sample was based on the data contained in the Corporate Human Resource Information and Payroll System (CHIPS). Any appointments coded in CHIPS as rehires, recalls, special program hires such as cooperative education students and bulk seasonal hires such as fire fighters, were excluded from the population. In December 2017, a population list of 652 auxiliary appointments meeting the above criteria was provided by the BC Public Service Agency. Upon examination of the population list, a total of 56 appointments were determined to be out-of-scope due to being rehires, student programs, or for the purpose of training only, resulting in a population of 596 appointments for the period in question. A sample size was determined with consideration given to precision of results and operational demands. A sample of 206 appointments was randomly selected using a random number generator in Microsoft Excel. This sample size was intended to be sufficient to obtain a 95 per cent confidence interval with a margin of error of ± 6 per cent, with a 95 percent response rate and estimated 5 per cent additional out-of-scope appointments.

Once the sample was confirmed, organization heads and deputy ministers with one or more appointments within their organization, were advised of the audit. Subsequently, 159 individuals identified as supervisors of the appointees⁴ were contacted to confirm they were the hiring manager for the appointments in question and to provide them with information regarding how the audit was to be conducted. Through these communications, an additional 35 appointments were identified as out-of-scope due to being seasonal or student positions, and were subsequently removed from the sample, resulting in a final in-scope sample of 171 appointments.

A total of 134⁵ hiring managers or their representatives, completed a short on-line questionnaire (see Appendix B) administered by an independent research group focused on how the appointee was identified and selected for the position. Hiring managers were required to submit the job profile (or description), statement of qualifications (if not included in the job profile), and the appointee's resume from the time the appointment was made.

Information on auxiliary hiring practices was collected from the BC Public Service Agency for context and background.

⁴ Some of 206 auxiliary appointments had the same individual identified as the supervisor in the CHIPS database.

⁵ A total of 134 hiring managers (or representatives thereof) completed questionnaires for the 171 auxiliary appointments. The number of questionnaires hiring managers had to complete ranged from one to 11.



Sample Characteristics

The sample of auxiliary appointments is statistically representative of the population of auxiliary appointments from which the sample was drawn. The distribution of appointments audited (in-scope sample) was also compared to the population of appointments by type of auxiliary appointment, union status, job group, level of work, and organization size, and was found to be reasonably proportionately representative. The following provides a descriptive overview of the auxiliary appointments that were audited. Note that all values are reported to the nearest whole number.

The vast majority of the auxiliary appointments (98 per cent) audited were classified as appointments of less than 1827 hours (i.e., one year full-time status) with the rest classified as short-term appointments of less than 31 days. Twenty-six per cent of the appointments were identified “as and when” in the CHIPS database, two per cent were identified as part-time, and 72 per cent were identified as full time.

Table A1 shows the wide variety of job groups that were included as part of the in-scope sample. Table A2 shows how the proportion of appointments varied across levels of work. Tables A3 and A4 show the breakdown of appointments by union status and organization size, respectively.

Table A1 – In-scope Sample Auxiliary Appointments by Job Group		
Job Group	Number	Percentage
Administrative Support	70	41%
Enforcement & Corrections	18	10%
Health, Education & Social Work	22	13%
Information Technology	7	4%
Legal Counsel	6	4%
Management Band	8	5%
Science & Technical Officers	12	7%
Senior Administration & Research	23	13%
Trades & Operations	5	3%
Total	171	100%

Note: The number of appointments for Finance & Economics was below five, these were amalgamated with Senior Administration & Research.



Table A2 – In-scope Sample Auxiliary Appointments by Classification

Classification Group	Number	Percentage
Grid level 6 - 9	71	41%
Grid level 11 -27	78	46%
Specialist positions	13	8%
Management	9	5%
Total	171	100%

Table A3: In-scope Sample Auxiliary Appointments by Union Status

Union Status	Number	Percentage
BC Government and Service Employees' Union (BCGEU)	141	82%
Professional Employees Association (PEA)	7	4%
Schedule A (Excluded)	8	5%
Management (Excluded)	9	5%
Legal (Excluded)	6	4%
Total	171	100%

Table A4: In-scope Sample Auxiliary Appointments by Organization Size

Organization Size	Number	Percentage
Large (> 1,000 employees)	123	72%
Small (≤ 1,000 employees)	48	28%
Total	171	100%

Approximately 60 per cent of the appointments audited had an expected duration of not more seven months, approximately 25 per cent had an anticipated duration between seven months and one year, approximately five per cent had an expected duration between one and two years, and 10 per cent of the appointments had either no end date or an assignment length over two years. In over 40 per cent of



the appointments audited, the hiring manager indicated an intent to extend the appointment. The majority of extensions were for a period of six months or less, however, at least seven were for a period of one year, and for 22 of the appointments, the hiring manager did not indicate a new end date.

Population Estimates

For this audit, the Office applied a confidence interval to the estimated proportion of appointments where individuals were found to not meet the requirements. The interval was based on a Poisson distribution appropriate for generating estimates for events that occur infrequently, such as the “did not meet requirements” finding.

As there was a high rate of appointments which did not fall within the scope of the audit, the Office adjusted the population size by reducing it by the proportion of out-of-scope appointments (17 per cent) to reflect a more realistic picture of the population. Therefore, while the in-scope population consisted of 596 auxiliary appointments made during the audit time frame, the audit results are only generalized to the adjusted in-scope population of 495 appointments.

A 95 per cent confidence interval can be interpreted as: with repeated sampling, the true population parameter would be found within the upper and lower limits of that interval 95 times out of 100. Therefore, for the 495 in-scope auxiliary appointments with effective dates between May 15, 2017 and November 15, 2017, it is estimated that appointments where individuals were found to not meet the requirements would make up an estimated 10 per cent of all appointments (50 appointments). However, the true proportion of appointments where individuals did not meet requirements may lie as low as six per cent (30 appointments) and as high as 15 per cent (75 appointments) in the population of auxiliary appointments.



Appendix B

Questionnaire for 2017/18 Audit of Auxiliary Appointments

All ten questions were mandatory and hiring managers were provided an opportunity to provide optional comments for each question.

- 1) What is/was the end date of this appointment?
 - The scheduled end date is/was:
 - No end date has been scheduled

- 2) Did you already, or do you presently intend to extend the appointment?
 - Yes, the new end date was/is anticipated to be:
 - Yes, but the new end date is unknown
 - No, I don't intend to extend it
 - No, the appointment has already ended
 - Other: _____

- 3) How was the appointee identified for this auxiliary appointment? (Select all the options that apply.)
 - Personal knowledge of this individual (either through hiring manager or panel)
 - A referral or recommendation from another person (either solicited or unsolicited)
 - A referral from an organized group (e.g., a professional association) outside of the BC Public Service
 - An unsolicited resume/email/phone call received from this individual
 - An application to an advertisement (e.g., expression of interest or posting) for the current appointment
 - A competitive process for the position or a similar position
 - A competitive process for a different position
 - An eligibility list for the position or a similar position
 - An eligibility list for a different position
 - Other: _____

- 4) Was this opportunity made available (e.g., expression of interest or posting) to more than one individual?
 - Yes
 - No
 - Other: _____

- 5) Were resumes and/or applications from other individuals reviewed for this appointment?
 - Yes
 - No
 - Other: _____



- 6) Who determined that the appointee was qualified for this auxiliary appointment?
- I did
 - I was part of a hiring panel or other group established for this purpose
 - Someone else: _____
- 7) How was the appointee determined to be qualified for the position? (Select all the options that apply.)
- Prior knowledge of the appointee's qualifications, so no assessment was conducted
 - Review of resume
 - Review of self-assessment questionnaire or similar tool
 - Informal or unstructured interview
 - Formal or structured interview - assessed qualifications against pre-determined standards
 - Informal written assignment or testing
 - Written assignment or testing - assessed qualifications against pre-determined standards
 - Assessed past work performance (reference check) with a supervisor or equivalent
 - Assessed past work performance (reference check) with a non-supervisor
 - Other: _____
- 8) Identify which of the following documents were used at the time of appointment. Please submit these documents to the Office of the Merit Commissioner by May 9, 2018. For instructions, refer to the email sent to you by Malatest on April 25, 2018, or click <link>. (Select all the options that apply.)
- The job profile, job description, or equivalent
 - The statement of job qualifications or equivalent
 - The appointee's resume or equivalent
 - No documents were used to make the appointment
 - Documents were used but are unavailable because: _____
- 9) List the education and/or experience qualifications (including any professional designations or certifications) you considered to be mandatory at the time of appointment? If these are identical to those specified in the documentation to be submitted, enter "identical to documentation provided".
- 10) If the mandatory education and/or experience qualifications (including any professional designations or certifications) differed from what is in the documentation used, specify why the change (or changes, if multiple were made) was needed.
- They did not differ, no changes were made
 - The education and/or experience qualifications (including any professional designations or certifications) were changed because:

 - No documents were used to make the appointment



Appendix C

**Response from the Deputy Minister of the BC Public Service Agency
(Agency Head)**



Where ideas work

January 23, 2019

CLIFF #6291

Fiona Spencer
Merit Commissioner
Office of the Merit Commissioner
Suite 502 - 947 Fort Street
PO Box 9037 Stn Prov Govt
Victoria, BC V8W 9A3

Dear Fiona Spencer:

Re: Special Audit of Auxiliary Appointments

Thank you for providing me with the results of the Audit of Auxiliary Appointments and the opportunity to respond as the Deputy Minister of the BC Public Service Agency.

My review of the report indicates the audit concluded the large majority of individuals appointed to auxiliary positions met or exceeded the education and experience requirements and accordingly, the risk of appointing unqualified individuals in the public service is limited. This is a positive indication that hiring managers continue to ensure qualified candidates are meritoriously appointed to positions that are short-term or temporary in nature.

I appreciate the audit was intended to commence in January of 2018, however, due to uncertainty regarding the authority of ministries to disclose personal information, the transfer of the data was delayed. This was not intended to be perceived as challenging your entitlement to access audit information. I received enquiries regarding the disclosure of personal information and was advised that clarification was required to ensure the public service was complying with the *Freedom of Information and Protection of Privacy Act*. This was a necessary step to ensure employees have confidence that the privacy of their personal information is maintained. As indicated throughout, I and my staff were fully supportive of this audit.

I am pleased to see all hiring managers contacted responded to your request and completed the online questionnaire. In addition, you received such a high rate of documentation, 94% of hiring managers provided you with the documentation necessary to conduct your audit. This demonstrates hiring managers take their responsibility to document hiring decisions seriously.

We continue to rely on our hiring managers to be responsible for the staffing of their positions and to determine the necessary qualifications. As you are aware, we are currently developing a hiring certification program which will support hiring managers in this responsibility. Your recommendations are consistent with the areas hiring certification is focused. This alignment will ensure managers are supported as we continue our efforts to hire a diverse and inclusive workforce.

Yours truly,

Lori Halls
Deputy Minister