

Staffing Program Policy

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1. Effective date

The Staffing Program Policy received approval by the Board of Management on March 27, 2013 and is in effect as of November 1, 2013 (Board Resolution # 2012/2013-34).

This policy and related policy instruments replace the 2007 Staffing Program.

All staffing started prior to November 1, 2013 will be completed in accordance with the 2007 Staffing Program.

See section 12 for the version history of this document.

2. Application

This policy applies to employees, candidates, and individuals with preferred status who are involved in staffing at the Canada Revenue Agency (CRA). It does not apply to executive cadre staffing.

The [Code of Ethics and Conduct](#) highlights for all CRA employees the expected standard of conduct and the required adherence to CRA policy instruments. Compliance with CRA corporate policies is mandatory.

3. Related policy instruments (also see [References](#))

This policy flows from the [CRA Foundation Framework for Corporate Policy](#).

This policy is supplemented by the Staffing and Recourse Directive (Staffing Program), the Procedures for Staffing (Staffing Program), the Procedures for Recourse on Staffing (Staffing Program), and the Guidelines for Staffing (Staffing Program).

4. Introduction

The [Canada Revenue Agency Act](#) gives the CRA authority in matters related to human resources management including the authority to develop its own staffing program to meet business requirements.

5. Objective and outcomes

5.1 Objective: To staff a workforce to carry out the CRA's mandate.

5.2 Outcomes

5.2.1 The program supports merit-based appointments.

5.2.2 The program supports the CRA's business requirements.

5.2.3 The program is adaptable, efficient, fair, productive, and transparent.

5.2.4 The workforce appointed is competent, non-partisan and representative.

5.2.5 Employee concerns related to arbitrary treatment during staffing are promptly addressed.

6. Requirements

The requirements section provides high-level direction in order to achieve the objective.

6.1 Subsection 53(1) of the *Canada Revenue Agency Act* gives the CRA the exclusive right and authority to appoint any employees that it considers necessary for the proper conduct of its business.

6.2 The CRA conducts staffing to meet its business requirements. Staffing consists of:

- planning a staffing process (staffing requirements, source of candidates, communication);
- conducting a staffing process;
- appointing;
- post-appointment; and
- staffing recourse.

6.3 The CRA can develop staffing strategies to address any workforce gaps or when acquiring new business.

6.4 Staffing in CRA is undertaken by managers with delegated appointment authority. This authority comes from the *Canada Revenue Agency Act*, which provides that the Commissioner must exercise the power to appoint employees on behalf of the CRA. The *Act* further empowers the Commissioner to delegate this power to any person, subject to any terms and conditions. The [Delegation of Human Resources Authorities](#) is the instrument executed by the Commissioner that sets out who may exercise the appointment authority, describes the delegated appointment authority and sets out any terms and conditions that must be met by the person who is to exercise the authority.

6.5 The staffing principles guide the CRA in building an effective workforce through a successful staffing program.

6.5.1 Staffing principles related to a successful staffing program:

- **Adaptability:** Staffing is flexible and responsive to the changing circumstances and to the unique or special needs of the organization.
- **Efficiency:** Staffing is planned and carried out taking into consideration time and cost, and it is linked to business requirements.
- **Fairness:** Staffing is equitable, just and objective.
- **Productiveness:** Staffing results in the required number of competent people being appointed to conduct the CRA's business.
- **Transparency:** Communications about staffing are open, honest, respectful, timely and easy to understand.

6.5.2 Staffing principles related to an effective workforce:

- **Competence:** The workforce possesses the attributes required for effective job performance.
- **Non-partisanship:** The workforce and staffing decisions must be free from political and bureaucratic influence.
- **Representativeness:** The composition of our workforce reflects the labour market availability of designated group members.

7. Responsibilities and accountabilities

7.1 Commissioner and Chief Executive Officer

- Fosters an organizational culture that supports compliance with this policy.
- Delegates the authority to appoint employees necessary for the proper conduct of business.
- Reports on the success of the staffing program and the effectiveness of the CRA workforce.

7.2 Assistant Commissioner of the Human Resources Branch

- Supports the Commissioner by coordinating and directing the administration of this policy.
- Monitors and reports on the success of the staffing program and the effectiveness of the CRA workforce.

7.3 Assistant commissioners or branch heads

- Support staffing activities within their branch or region to meet the objective established in this policy.
- Foster branch or regional culture that encourages both awareness of and compliance with the staffing policy instruments.

7.4 Director General, Employment Programs Directorate, Human Resources Branch

- Oversees the development and maintenance of this policy and related policy instruments.
- Provides strategic advice and guidance on applying this policy.
- Oversees the monitoring of and reporting on the effectiveness and compliance with this policy.

8. Assessment and review

The Director of Resourcing, Human Resources Branch is responsible for the scheduled review of this policy every five years, as well as for any ad hoc reviews deemed necessary.

To support the review process, the Human Resources Branch is also responsible for identifying and undertaking any monitoring and assessment activities. These activities will determine whether the policy objective remains relevant and achievable and whether the policy requirements are being adhered to.

9. Definitions

See the glossary for more information.

10. References

This policy is based on the authorities set out in the legislation listed below. The policy must be administered and implemented in accordance with the other references listed below:

Legislation

- [Access to Information Act](#)
- [Canada Revenue Agency Act](#)
- [Canadian Charter of Rights and Freedoms](#)
- [Canadian Human Rights Act](#)
- [Criminal Code](#)
- [Employment Equity Act](#)
- [Official Languages Act](#)
- [Privacy Act](#)
- [Public Service Labour Relations Act](#)

CRA policy instruments

- Staffing and Recourse Directive (Staffing Program)
- Procedures for Staffing (Staffing Program)
- Procedures for Recourse on Staffing (Staffing Program)
- Guidelines for Staffing (Staffing Program)
- [Code of Ethics and Conduct](#)

The following Web or intranet pages provide more information related to this policy:

Web or intranet pages

- [Delegation of Human Resources Authorities](#)

11. Enquiries

Questions about this policy should be directed to a [resourcing advisor](#).

12. Version history table

Version #	Change(s)	Reason for change(s)	Area responsible	Major change - Approved by: Minor change - Sign-off by: (name and title)	Approval date	Effective date
1.0	New CPI	n/a	Employment Programs Directorate, Human Resources Branch	Board Resolution # 2012/2013-34	March 27, 2013	November 1, 2013

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