



MERITOCRACY: THE CANADIAN MODEL AND THE SPECIFIC CASE OF QUEBEC

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2016

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THE EVOLUTION OF THE MERIT PRINCIPLE IN CANADA

- Beginning of the last century : Patronage
- 1908-1918 : Creation of the Civil Service Commission and *The Civil Service Act* : A legal recognition of the merit principle
- 1966 : *The Public Service Employment Act* : Creation of the Public Service Commission with a mandate focused on the preservation of the merit principle
- 2003 : *The Public Service Modernization Act* : A new definition of the notion of merit

THE FOUNDATION OF THE CANADIAN MODEL

1

The principles of merit, professionalism, non-partisanship

2

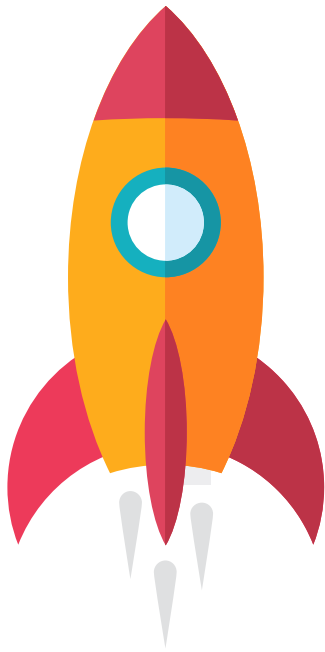
An autonomous entity

3

The willingness to strengthen administrative efficiency

THE EXAMPLE OF THE PROVINCE OF QUEBEC

Creation of the *Commission de la Fonction publique québécoise*



Mission :

- Equal access to the public service
- The required competencies
- Decisions are impartial and equitable

HUMAN RESOURCE MANAGEMENT IN THE QUEBEC PUBLIC SERVICE

- Merit
 - Responds to the job requirements
 - Competent on the job
- Equal access
- Equity and non-partisanship
- Transparency
- Efficiency

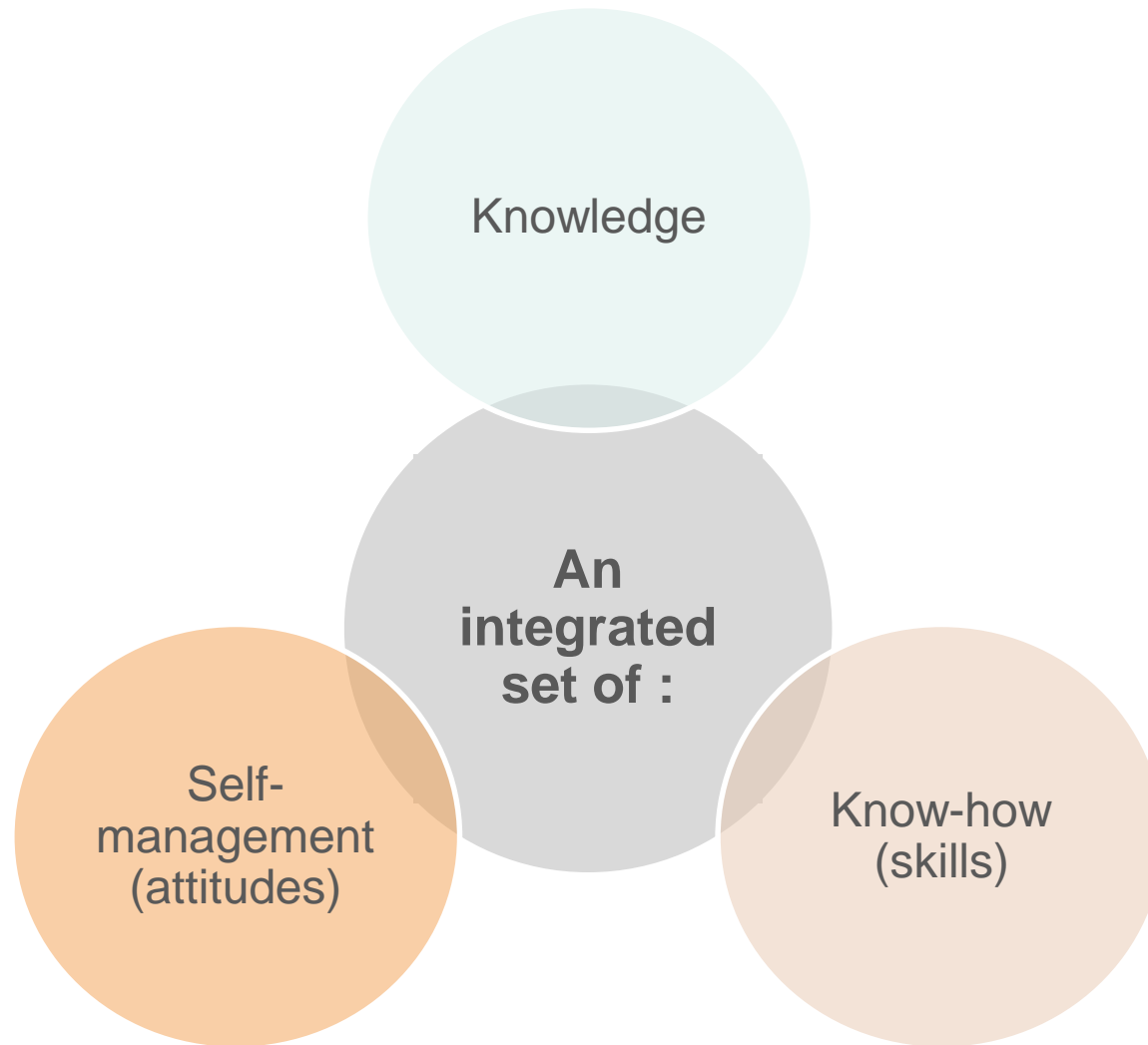
THE RIGHT PERSON IN THE RIGHT PLACE

COMPETENCY-BASED MANAGEMENT

Based on :

- The development of competency profiles for a job level
- The use of these profiles in various human resource management activities
 - Staffing
 - Selection
 - Career development

WHAT IS A COMPETENCY?



FACTORS THAT AFFECT COMPETENCIES TO BE EVALUATED

- Sector in which the organization operates
- Management job level
- Type of management
- Quantitative scope of responsibilities
- Context

COMPETENCY FRAME OF REFERENCE (PROFILE)

- Refers to the set of competencies that are required in order to do a job (knowledge, know-how, self-management)
- Permits the alignment of desired competencies to organizational expectations, to the vision
- Conveys a shared vision of the job
- Permits the identification of human resource development strategies
- Constantly evolving

DEVELOPMENT PROCESS

1. Identifying competencies



2. Defining competencies

3. Identifying measurable behavior

4. Shaping the structure

5. Validating

DEVELOPMENT PROCESS

STEP 1 : IDENTIFYING COMPETENCIES

Documents



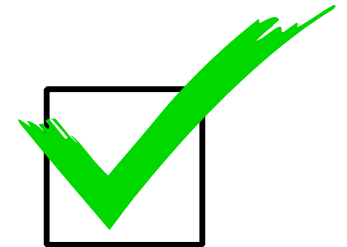
Experts



Job analysis



Validation



DEVELOPMENT PROCESS

STEP 2 : DEFINING COMPETENCIES

The definition :

- Exactly reflects what competency is
- Covers all the necessary concepts of the competency
- Refers to the real situation experienced by all those holding the position
- Clear, easy to understand

DEVELOPMENT PROCESS

STEP 3 : IDENTIFYING MEASURABLE BEHAVIOR

- Observable behavior;
- Specific behavior (that does not intersect with other behavior);
- Behavior that does not include two components;
- Affirmative behavior;
- Behavior expressed in simple and easily understood language;

DEVELOPMENT PROCESS

STEP 4 : SHAPING THE ARCHITECTURE

- Structure the competencies :
 - Foundations
 - Core competencies
 - Complementary competencies

- Create visual

DEVELOPMENT PROCESS

STEP 5 : VALIDATING



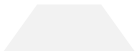
- Experts in measurement and evaluation
- Experts in training program development
- Content experts
- Managers or representatives
- Communications experts

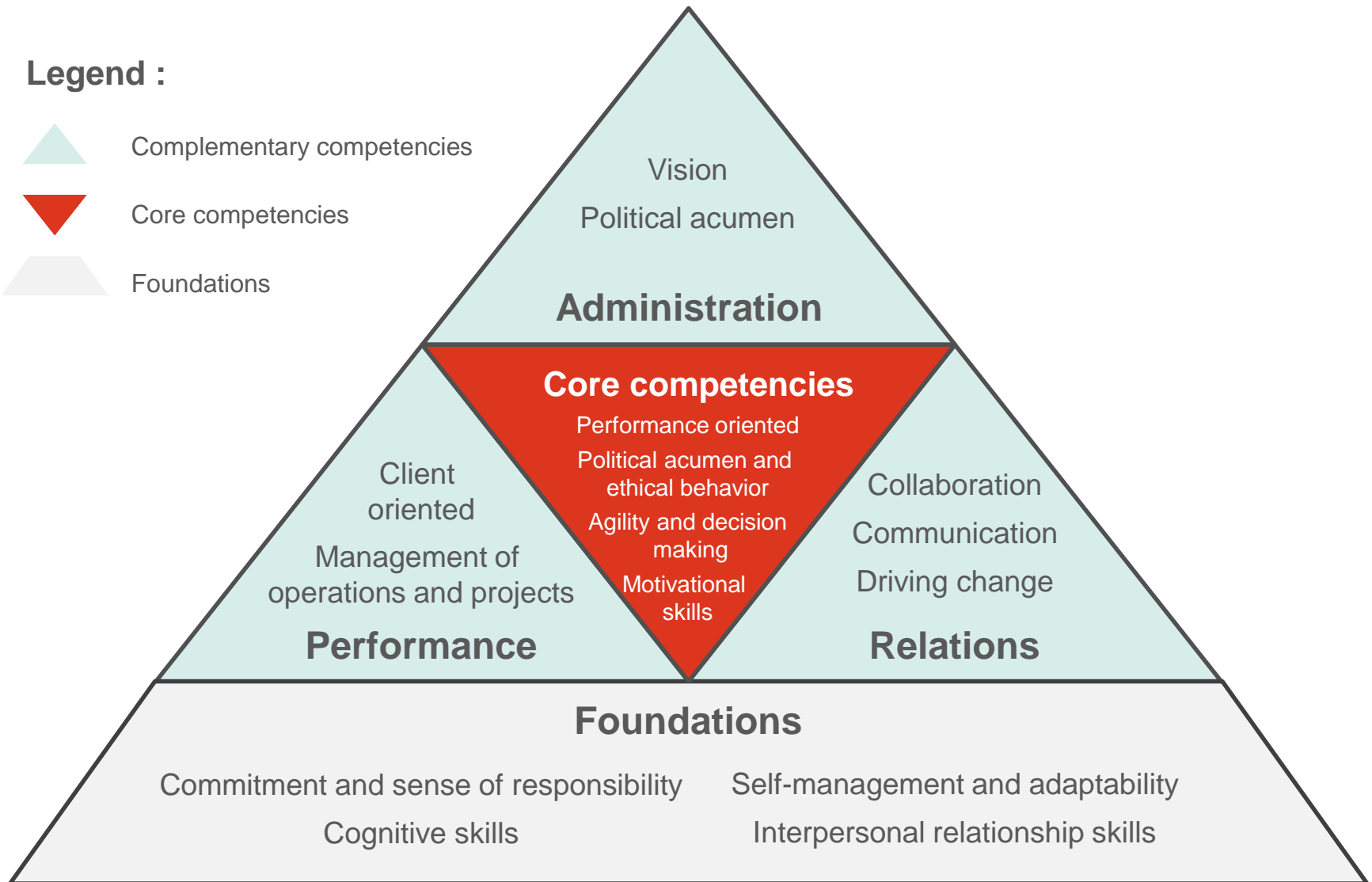
WHY ENAP IS THE BEST PARTNER?

- Neutrality and independence
- Contextual knowledge
- Expertise and capacity to define and evaluate competencies
- Expertise and capacity to develop training program linked to the profile

THE COMPETENCY PROFILE OF THE QUEBEC GOVERNMENT

Legend :

-  Complementary competencies
-  Core competencies
-  Foundations



TRAINING PROGRAM FOR STATE MANAGERS

- Objective: Improve management competencies and leadership in order to have better professional and collective impact
- Level 1:
 - Mandatory learning roadmap for all newly appointed managers
 - 19 days' training spread over 24 months
- Level 2
 - For managers of managers or experienced managers
 - Optional
 - 15 days' training spread over about 15 months

CONCLUSION

Our new challenges :

- Implementation of citizen-centred programs
- Justification of expenditures
- Results-based management
- Ethical behavior
- And the use of effective human resource management methods

OBRIGADO !

