

# THE FAIRNESS TRIANGLE



## PROCESS

A fair process, also known as procedural fairness, refers to the process that public bodies follow to make decisions that affect a person, group of people or organization. It includes the steps a public sector employee takes before, during and after making a decision.

A fair process has two essential elements:

1. an impartial and unbiased decision maker
2. the right to participate in decisions that affect a person's rights, interests or privileges. This includes providing adequate notice that a decision will be made, information about the decision making criteria, an opportunity for the person to be heard and present their case, and clear and meaningful reasons for the decision.

## DECISION

A fair decision, also known as substantive fairness, refers to the decision itself and includes following the relevant rules (legislation, policy, practice standards), and considering individual circumstances to reach a fair outcome for the person affected.

## SERVICE

Fair service, also called relational fairness, refers to how a person is treated in their interaction with a public body. If a person feels that they were treated disrespectfully, or that a public sector employee was not honest and forthright with the information they provided, even if the decision was procedurally and substantively fair, the person might still raise a concern about the service they received.