



Public Service Human Resources
Management Agency of Canada

Agence de gestion des ressources humaines
de la fonction publique du Canada



Modernizing the Classification System

Annual Report 2005-06

Table of Contents

Our Vision for Classification.....	1
1. The Report at a Glance.....	2
2. The Mandate for Modernization	3
3. A Focus on Fundamentals	6
4. Qualification Standards.....	11
5. Policy Development and Advisory Services.....	14
6. A Classification Community Striving for Excellence.....	15
7. Classification Monitoring	18
8. Classification Grievances—Resolving Issues Fairly and Transparently.....	20
9. Calculating the Costs	21
10. Modelling the Future	23
APPENDIX 1 – Represented Occupational Groups	25

Our Vision for Classification

Today's program to modernize the classification system is based on a vision of HR systems that simplify the overall process of getting the right people into the right jobs at the right time. A modern classification system will create clear pathways for the development of our future public service leaders and contribute directly to the operation of a well-structured, well-managed organization.

The current modernization program is designed to produce a classification system that evaluates work in the public service effectively; simplifies the business of classification; reflects labour market realities; treats men and women equitably; directs career development and mobility; and empowers departmental managers to design organizations that foster an effective workforce and workplace.

Today, we are building a classification system to meet the business requirements of government and the needs of managers and employees; a system that is an important part of HR management modernization and public service renewal.

The paper version was signed by
Nicole Jauvin

Nicole Jauvin
President

Public Service Human Resources Management Agency of Canada



Chiefs of organization and classification meet in Ottawa

1. The Report at a Glance

Introduction

This is our fourth annual report charting the progress of the Classification Modernization Program. In the following pages, we describe the advances made during fiscal year 2005-06 to meet the key objectives of this program to modernize classification standards and create a well-functioning classification system throughout the public service.

Over the past year, we took major steps along the path leading towards modernization of the classification system, building successfully on our earlier initiatives to design the conceptual framework, strategies, methodologies, policies, training and on-line tools that now constitute the foundation of this program.

Progress Highlights

In 2005-06, we implemented the first conversion to a new classification standard for the Foreign Service (FS) Group. In addition, Treasury Board ministers approved the standard for the new Border Services (FB) Group, and we finalized the proposed standard for the Economics and Social Science Services (EC) Group.

We also made significant progress in design initiatives and feasibility studies for the Law (LA), Computer Systems (CS), Health Services (SH), Architecture, Engineering and Land Survey (NR), Applied Science and Patent Examination (SP), and Program and Administrative Services (PA) Groups. In collaboration with the Leadership Network, a new occupational group definition for the Leadership Programs (PL) Group was also developed.

In 2005-06, we continued to develop and enhance classification policies and guidelines to help departments and agencies manage classification effectively. Specifically we reviewed and confirmed four draft guidelines on: classification monitoring; departmental delegation of classification authority; departmental consultation with the Public Service Human Resources Management Agency of Canada (the Agency); and classification dispute resolution. These guidelines will be published in fiscal year 2006-07.

As classification is a foundation element for compensation, we collaborated closely with our Portfolio colleagues at the Treasury Board of Canada Secretariat (TBS) throughout the year. Initiatives designed to improve linkages between classification, labour relations and expenditure management are expected to contribute to improved overall compensation management for the core public administration (CPA).

This year, we continued our efforts to build a vibrant and professional classification community. Our Classification Symposium 2005 allowed us to share our goals for the future with representatives of the classification community from all across Canada. We finalized the development of our Awards and Recognition Program and made significant progress in the development and implementation of a definitive curriculum for classification advisors.

In 2005-06, as part of our monitoring program, we completed the assessment of classification programs in 13 small departments and agencies. We also developed a classification monitoring website that contains information, learning tools and resources to assist departments and agencies in implementing their classification monitoring programs.

In summary, this has been a year characterized once again by focused, measurable progress towards the creation of a modern classification system; one that contributes directly to the broader government agenda for change in a renewed and vibrant public service.

Looking Ahead

In the coming year, working in collaboration with our partners in central agencies, departments, functional communities and bargaining agents, we will continue to modernize designated classification standards, develop enabling classification policies and guidelines, rebuild system capacity and monitor departmental classification programs.

As classification modernization is an important component of public service renewal we will directly link our 2006-07 classification programs and priorities to development of the faster, transparent and more responsive systems required to support key public service renewal objectives related to recruitment and retention strategies in the CPA.

The introduction of generic work descriptions for the CS and PE Group communities, expansion of the classification monitoring program, and initiation of a major project to modernize the PA Group classification standard highlight the scope and relevance of the classification program for 2006-07

2. The Mandate for Modernization

The modernization of the classification system currently underway is an important component of the broader government goals to strengthen accountability and modernize management practices within the CPA.

The Classification Modernization Program is aligned with three key management modernization priorities of the Government of Canada: the *Public Service Modernization Act* (PSMA), the

proposed Federal Accountability Act and the Clerk of the Privy Council's public service renewal initiatives relating to recruitment, knowledge transfer, succession planning, learning and training, talent management and retention.

Classification Modernization Supports the PSMA

A key component of the Government's agenda for modernization is the *Public Service Modernization Act* (PSMA), passed in 2003. This Act is changing the way government hires, manages and supports its employees. It is also intended to foster more harmonious labour relations and promote learning and development.

A modernized classification system that ensures a consistent basis for staffing decisions, as well as faster classification decisions, can play an important role in fostering a constructive labour relations climate. In this way, the Classification Modernization Program both complements and amplifies the business benefits that accrue to federal organizations as a result of the PSMA.

Modernizing the Classification System Enhances Accountability and Transparency

Through the Federal Accountability Action Plan, the Government aims to '... strengthen auditing and accountability by clarifying the managerial responsibilities of Deputy Heads ...'

In this context, the current review of our policy framework, in line with the Treasury Board Policy Suite Renewal project, will lead to streamlined and integrated classification policies that clearly articulate the accountabilities of Deputy Heads regarding the operation of classification programs within their departments and agencies.

In addition, the implementation of a classification monitoring system can be a key element in a department's auditing and accountability strategy.

Modernizing the Classification System Supports Public Service Renewal

As indicated by the Clerk of the Privy Council, key public service renewal initiatives will focus on recruitment, knowledge transfer, succession planning, learning and training, talent management and retention.

By modernizing classification, the government is improving the way it organizes and values the work of its employees, and in so doing is increasing its ability to attract, retain, motivate, and renew a workforce that delivers quality services to Canadians.

In particular, classification modernization supports effective public service renewal and leadership through its links to competencies associated with work. These competencies underpin career progression, learning strategies and succession planning.

Through the development of new classification standards, the associated qualification standards, which set out the minimum qualifications required to do the job, as well as policies, guidelines and tools, such as generic work descriptions, the Classification Modernization Program more effectively empowers Deputy Heads to design efficient, transparent organizations and successfully manage their people. In addition, while designing new classification and qualification standards, changes to the nature of public service jobs and equity issues are fully taken into account, reflecting current work descriptions.

Finally, the introduction of a more streamlined approach to occupational groups and classification standards can produce a classification system that is efficient and nimble enough to respond to changes in the workplace and the workforce in a renewed public service.

In the following sections of this report, we detail the progress made during 2005-06 towards meeting Classification Modernization Program objectives.

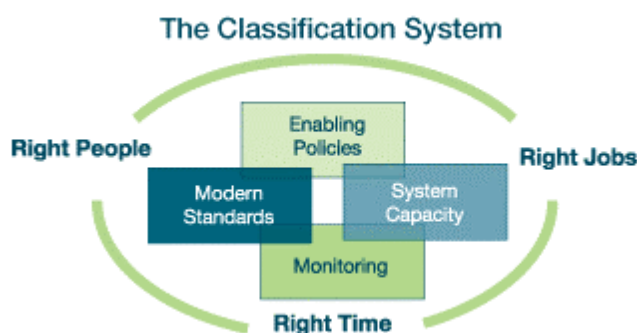
‘The key drivers behind workplace satisfaction and engagement are perennial: effective leadership and a good match between employee skills and the mission of the organization.’

Remarks delivered by the Clerk of the Privy Council at the 2006 APEX Symposium

3. A Focus on Fundamentals

The overall strategy for modernizing the classification system includes designing new classification standards; developing a renewed policy suite to help HR professionals and managers make sound, defensible decisions; re-building capacity with new tools and learning strategies; monitoring classification decisions and processes to help departments and agencies identify and remedy classification problems; and looking for ways to re-engineer classification by leveraging technology.

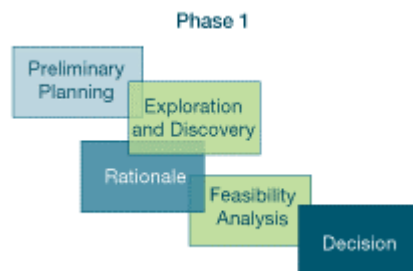
An important focus of our plan to date has been to develop the core methodologies and procedures required to modernize classification standards described below.



The Classification Standard Development Process

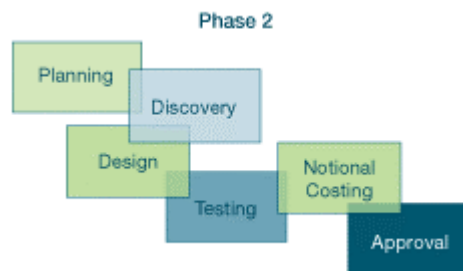
A classification standard describes the relative value of work, depending on the scope of responsibility and the complexity of its various tasks. A new classification standard is produced in three phases.

In the first phase, we conduct a feasibility study in which we analyze the business case for standard modernization. In the second phase, we undertake the design and testing of the standard. When approved by Treasury Board ministers, we move to the third stage, in which we implement the standard.



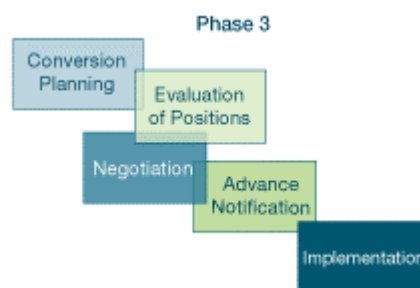
Developing the Business Case

In phase one, the Agency gathers, verifies and analyzes all relevant information, prepares a model, and sets out the business reasons for and against possible solutions. Options are developed, assessed and discussed with stakeholders. Throughout the process, the Agency consults with departments, the Treasury Board of Canada Secretariat, and bargaining agents.



Designing the Classification Standard

During phase two, the new standard is drafted. A standards design team is assembled that includes classification advisors from within the Agency and user departments, as well as departmental line managers who are familiar with the work to be covered by the new standard. An advisory committee is established to help throughout the process. Job characteristics are identified and described, and then linked to level structure, which is the basis for compensation. The standard is tested for language clarity, gender neutrality and the ability to produce meaningful results. Notional costs related to the conversion are identified. Treasury Board ministers are then asked to approve the new standard. Once again, the Agency consults with its partners, including the respective bargaining agents.



Implementing the Classification Standard

In this final phase, the Agency monitors the overall implementation of a new standard across departments and agencies. Implementation plans and guidelines are drafted. Trained evaluators rate actual positions against the new standard. A new collective agreement is negotiated and ratified by employees. Finally, the collective agreement is implemented, employees receive official personal notification and pay conversions are made.

Progress on Classification Modernization Initiatives

Our current operational approach to classification modernization began in 2003 with research and analysis of the business needs of departments and agencies. We created a consultative framework through which we invited and jointly developed business cases for classification modernization. At that time, 27 occupational groups (see Appendix 1 for group names), each consisting of one or more classification standards, were analyzed. As a result of this analysis, 13 occupational groups were identified as initial candidates for modernization under the current Classification Modernization Program.

Using the tools and processes described above, and building upon lessons learned and work done as part of the Universal Classification Standard (UCS) initiative, we have taken significant steps towards modernizing the classification system. As shown in the table below, seven of the planned modernization projects are either complete (e.g. the FS Group) or will be nearing completion by December 2006. The six other priority projects are now underway or are scheduled to be underway in the 2007-08 timeframe.

Underway or complete by December 2006*	Underway or complete in 2007-08*	Not part of the current Classification Modernization Program
7	6	14
FS	PA	SV CX
FB	CS (Planning and Discovery with PIPSC)	TC EL
EC		EB PR (ns)
SH (Feasibility Study)	SR (E)	AV RO
NR	SR (W)	RE SO
SP	SR (C) (Feasibility Study with DND)	AI TR
LA	FI	AO UT

*Standard design completes the activity associated with developing a new standard. However, final implementation does not commence until a new agreement has been negotiated with the bargaining agent. The FS standard has been fully implemented, and the design of the FB and EC standards has been completed. All other standards are at various stages of modernization.

Classification Standards Modernization Activity 2005-06

During 2005-06, working in collaboration with functional communities, bargaining agents and with our partners in departments and agencies, we have made significant progress in pursuing a variety of standards modernization activities.

Foreign Service (FS) Group

The new FS classification standard was fully implemented in 2005. It is based on a four-level structure that ensures full recognition of the various types of work carried out at different levels within this group. FS employees were converted to the new structure, as reflected in the new classification standard, on July 1, 2005. This was the first classification standard conversion to be completed under our new approach to classification modernization.

Border Services (FB) Group

To respond to the requirements of the new Canada Border Services Agency (CBSA), and in accordance with the *Financial Administration Act* (FAA), the Agency recommended a new classification standard to better recognize the unique work being performed by the CBSA's employees. During 2005, the new FB classification standard was developed, tested, finalized and subsequently approved by Treasury Board ministers. Following certification of a new bargaining agent for this group by the Public Service Labour Relations Board, collective bargaining can commence. Subsequent to collective bargaining with the certified bargaining agent, the FB classification standard will be implemented.

Economics and Social Science Services (EC) Group

A new classification standard for the EC (Economics and Social Science Services) Group has been developed to replace the existing separate Economics, Sociology and Statistics (ES) and Social Science Support (SI) standards. Forty departments and agencies were engaged in evaluating and testing the standard in the fall of 2005. This was followed by departmental focus groups and ongoing validation of results. In February 2006, a final focus group consisting of departmental managers and HR Advisors was held to assist the Agency design team in conducting further analysis to finalize and validate the applicability of the EC standard. The standard was then refined based on departmental feedback and the results of the latest analysis.

Law (LA) Group

In response to a request from the Deputy Minister of the Department of Justice Canada, the Agency initiated a project to develop a new classification standard for the LA Group. During 2005-06, we worked to complete the gathering, verification and analysis of all relevant data and to identify and develop business solutions. Options were then developed, assessed and discussed

with the department's management. Once the draft standard is finalized, consultations will begin with other departments and agencies and with the recently certified bargaining agent. We expect testing and further refinements to the standard to be completed in fiscal year 2006-07.

Computer Systems (CS) Group

Following consultations with the Professional Institute of the Public Service of Canada (PIPSC) and departments and agencies in 2005-06, the Agency launched the planning and discovery stages leading to the design of a new CS classification standard. PIPSC is fully engaged in the process, participating in project requirements planning. In addition, linkages have been established with the Organizational Readiness Office, Public Works and Government Services Canada, and the HR and IT Shared Services Initiative offices. It is anticipated that the feasibility study and a report concerning future modernization plans for this group will be finalized in the fall of 2006.

Health Services (SH) Group

A feasibility study on classification modernization for the Health Services (SH) Group was initiated in 2005-06. This study, which is being undertaken in consultation with user departments and agencies and the bargaining agent (PIPSC), consists of reviewing all current classification standards used to evaluate positions included in the SH Group. The study should be completed in October 2006.

Ship Repairs (SR) Groups

During 2004-05, we conducted an analysis of classification issues for the three SR Groups. Further activity is in abeyance pending input from stakeholders.

Program and Administrative Services (PA) Group

The PA Group is the largest and most diverse occupational group in the CPA with a total of almost 88,000 employees located in every department and agency. Employees in the PA Group deliver the majority of the government's program services to Canadians and they provide virtually all internal administrative services.

It is anticipated that we will commence work towards restructuring the PA Group in early 2006-07 with our TBS colleagues and the Public Service Alliance of Canada (PSAC). We will plan the timeline for development of the PA classification standard and consult with PSAC on its role throughout the remainder of the project. The design of a new classification standard would then follow. We estimate that it will take approximately six to eight months to produce a first draft of the classification standard for testing with PA work descriptions.

Leadership Programs (PL) Group

In 2006, in collaboration with the Leadership Network, a new occupational group definition for the Leadership Programs (PL) Group was developed. This new occupational group combines and replaces the former Management Trainee (MM) Group and the Career Assignment Program (CA) Group.

Increasing Public Service Efficiency through Horizontal Initiatives

In addition to the above standards modernization initiatives, the development and implementation of interdepartmental generic work descriptions for common corporate functions is also expected to have a very positive impact on public service efficiency.

Over the past year, the Agency has worked closely with the PE and CS functional communities, assisting them with the preparation of project proposals for the development of classified interdepartmental generic work descriptions. In the fall of 2005, funds for both of these projects were approved under the Classification Reform Horizontal Initiatives Program.

The immediate focus of these projects is to establish standardized products to support the business operations of both communities. Specific products under development focus on organizational models for common corporate functions.

The implementation of generic organizational models and related work descriptions will serve to reduce pressure on scarce HR resources through faster creation and staffing of positions. In addition, their widespread application is expected to facilitate the portability of skills across government departments and agencies, thus enhancing the career mobility of public servants.

Looking Ahead

During 2006-07, we will continue the work identified above, including the restructuring of the Program and Administrative Services (PA) Group; implementation of the new standard for the Economics and Social Science Services (EC) Group and further testing and refinements to the new standard for the Law (LA) Group. In addition, we plan to finalize feasibility studies for the Computer Systems (CS) Group and the Health Services (SH) Group.

4. Qualification Standards

The occupational group qualification standards outline the minimum requirements to be used when staffing positions in the public service. In addition to providing for a competent workforce,

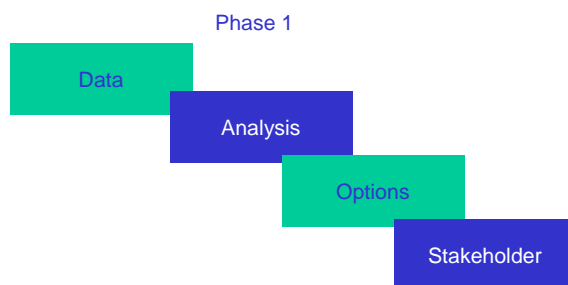
these standards also serve to ensure selection according to merit and the promotion of the staffing values of non-partisanship, fairness, access and transparency.

The responsibility for establishing qualification standards was transferred from the Public Service Commission (PSC) to the Employer on December 31, 2005 when the new *Public Service Employment Act* (PSEA) came into force. As a result, the Human Resources Management Modernization Branch of the Agency, on behalf of the Employer, now has overall responsibility for developing and maintaining occupational group qualification standards, with the exception of the EX qualification standard, which is the responsibility of the Leadership Network.

The Qualification Standard Development Process

The process followed in developing a qualification standard is much the same as that followed for a classification standard.

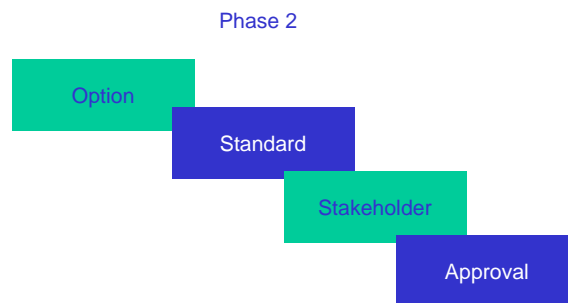
Developing Options



In phase one, the Agency gathers data from main user departments and agencies on such topics as their staffing practices and issues, feeder groups, etc. in relation to the occupational group(s) in question. Relevant data is verified and analyzed and preliminary options for a qualification standard are developed.

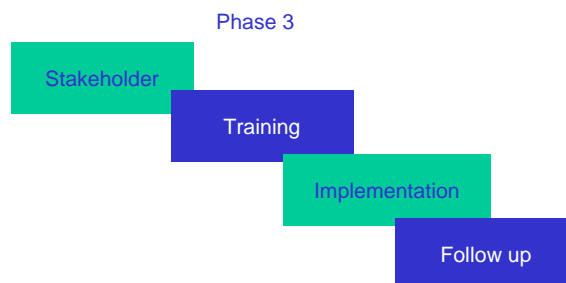
Consultations on the options take place with the main user-departments and agencies and other stakeholders, such as TBS, PSC and bargaining agents. Depending on the circumstances, discussions may take place with other interested parties, such as certifying boards.

Designing the Qualification Standard



During phase two, once a preferred option is chosen, the new qualification standard is drafted. Consultations with stakeholders again take place to ensure language clarity, to identify outstanding areas of concern and to determine the need for further communication products depending on the magnitude of change between the new and former qualification standard. Treasury Board ministers are then asked to approve the new standard.

Implementing the Qualification Standard



The new qualification standard is implemented in this final stage. Notification to departments and agencies, bargaining agents and other interested parties takes place and necessary guidelines, Q&As and information sessions are finalized. Any required training also takes place.

Looking Ahead

When the PSC selection standards became the Employer's qualification standards, no substantive changes were made. However, as new classification standards are developed or revised, the corresponding qualification standards will also be reviewed and revised as required. Qualification standards may also be reviewed when departments and agencies or communities of interest raise relevant issues.

We are currently gathering data from main user departments and agencies for the development of qualification standards for the Economics and Social Science Services (EC) Group and the Border Services (FB) Group.

5. Policy Development and Advisory Services

In 2005-06, the Agency continued to develop and enhance classification policies and guidelines in consultation with stakeholders. In our facilitator role, we also provided advisory services to chiefs of organization and classification, assisting them with the application of new policies and guidelines.

Classification Policies for Empowerment and Accountability

As the classification policy framework sets the parameters for the delivery and management of the classification program within the CPA, it needs to reflect the government's strategic agenda for human resources management. This agenda points to an increased delegation of staffing and classification authority to Deputy Heads and managers, supported by HR advisors.

We are reviewing our classification policy framework in concert with the Treasury Board Policy Suite Renewal project. As noted last year, the goal of this major policy modernization project is to provide departmental managers and HR advisors with integrated policies covering the full spectrum of human resources management issues. The streamlined policy suite will lead to clearly articulated accountabilities for Deputy Heads and a continuous improvement of management practices, ultimately resulting in better service to Canadians.

During 2005-06, we realigned our policy instruments within the new Compensation Policy Framework. Our analysis confirmed the feasibility of combining our three current policies (the *Classification System and Delegation of Authority Policy*, the *Classification Grievances Policy* and the *Classification Conversion Grievance Policy*) into a single policy. A new directive on the procedure for management of the classification grievance process and a number of policy guidelines, some of which have already been published, will support this combined policy.

In 2005-06, we reviewed and confirmed draft guidelines on classification monitoring, departmental delegation of classification authority, departmental consultation with the Public Service Human Resources Management Agency of Canada and classification dispute resolution. These guidelines will be published in 2006-07.

We also worked closely with our portfolio colleagues at TBS to improve linkages between classification, labour relations and expenditure management with a view to improving overall

compensation management for the CPA, and to address a number of related issues including pay equity and gender neutrality.

Providing Guidance

Over the past year, the Agency provided support to chiefs of organization and classification and other HR managers through policy guidance; advice on the application and use of various classification system tools such as the Position Reclassification Data Capture application, the Position and Classification Information System query tool and Description Plus 2; and through the sharing of best practices. These support activities have helped departments and agencies with the day-to-day management of their classification program and the implementation of central agency policy, guidelines and other classification initiatives.

Looking Ahead

In 2006-07, we will continue to work on renewing the policy on job classification and delegation of authority. This new, single policy and related guidelines will take effect on April 1, 2007.

Part of the classification policy framework revision will focus on amendments to the policy that will reflect recent federal court and adjudication decisions related to classification grievances. In addition, the new *Directive on Classification Grievances* will provide Deputy Heads and HR advisors with detailed information on the management of the classification grievance process.

Furthermore, we will conduct research on the policy implications of other HR programs, such as shared services, and develop and enhance online resources and tools for the classification community.

6. A Classification Community Striving for Excellence

If the public service is to reap the benefits of a modernized classification program, well-trained and highly motivated professionals are essential. For this reason, the Agency invested considerable time and effort in several classification community development projects this year.

During 2005-06, we worked on a series of initiatives to develop the capacity and efficiency of the classification community. As a result, community members are now better positioned to support Deputy Heads in the discharge of their classification delegation of authority, through the delivery of expert advice. They are also better positioned to increase the efficiency of their departments and agencies by providing professional organizational services. Our work has promoted the sharing of best practices among federal organizations, and helped to clarify the

roles and responsibilities of classification stakeholders in the context of a modern HR management regime.

We have made significant progress in the development and implementation of a new training program for classification advisors. This program consists of three modules that cover the development of the competencies required to implement and manage classification services in a modernized public service. Working in close collaboration with the Canada School of Public Service, we have completed the first three components of modules I and II of this program and we will continue to work together to ensure that it is fully in place before the end of next fiscal year.

During 2005-06, a total of 42 learning events supporting the new curriculum were offered to members of the classification community across the country. These short, focused events dealt with a variety of classification-related topics and supported continuing education within the community.

In the fall of 2005, during our classification symposium, we launched Linnaeus, an on-line community of practice for classification advisors. As of March 2006, membership in Linnaeus grew to more than 350 members. Classification advisors are using this informal resource to exchange information, raise and resolve issues of general interest, share best practices and tools; and learn from one another.

Attracting and Retaining the People We Need

One of our objectives in 2005-06 was to address the acute need to renew the community and to retain the people needed to deliver and manage classification services. In order to achieve these objectives, we designed and implemented initiatives to promote teamwork, leadership and a culture of excellence within the community.

During 2005-06, the Agency co-led the Interdepartmental HR Capacity Building Working Group with the HR Council. This working group launched a recruitment campaign as part of a comprehensive, strategic work plan to rebuild HR capacity, including classification professionals, within the federal public service. This recruitment initiative resulted in the timely and efficient creation of a pool of over 150 pre-qualified candidates at the PE-1 and PE-2 levels. Work also began for the launch of a second phase of the campaign in 2006-07 aimed at recruiting PE-3 and PE-4 professionals.

With the participation of the classification advisor community, we completed the design of an Award and Recognition Program. The purpose of this initiative is to promote the recruitment and retention of classification advisors and to stimulate and maintain their much-needed contribution within corporate human resources. The first two components of the program were launched during our symposium, in the fall of 2005.

Strengthening Community Spirit – the Classification Symposium

We hosted our third national symposium, *Classification 2005: Building On Our Strengths: Our Community In Transition* to promote learning within the Classification community, to report on progress made and to share our goals and best practices for classification modernization.

Over 300 participants including members of the classification community, other human resources professionals, bargaining agents and managers from across the country attended the symposium, which was held in Saint-Sauveur, Quebec, September 26 to 29, 2005.

The symposium provided participants with a comprehensive overview and perspective on how the Classification Modernization Program supports the government's broader agenda for human resources management modernization. During presentations and workshops led by various departments and agencies, participants provided updates on their own initiatives and shared best practices and new working tools with the community. The speakers and workshops focused on key topics of interest to the community, including the changing roles of HR professionals and line managers within the new public service modernization framework, and how the new internal services modernization program will support classification professionals in moving toward a more strategic, advisory role that supports the business of their organizations.



Participants at the 2005 Classification Symposium

On-line Tools

To better support the classification community during the modernization process, the Agency continued to develop and maintain several online resources and tools.

This year, the implementation of the Description Plus V2 Web-based application has assisted in standardizing work description writing across the CPA. In addition, in moving towards modernizing human resources management, another Web-based application for writing rationales was developed and integrated with the existing Web-based work description-writing tool. This new application will be tested by two functional communities (CS and PE) prior to its release to departments and agencies in 2006-07.

Looking Ahead

In 2006-07, we will continue to offer a learning program for continuing education within the classification community and we will expand our activities to the design of classification training tools for operational managers.

As well, we plan to formalize a governance structure and launch the Award and Recognition Program for Classification Advisors in the CPA this year.

We plan to further develop and promote the Linnaeus Community of Practice to ensure that it reaches its full potential so that a maximum number of classification advisors can benefit and contribute to it.

We will also continue to host regular meetings with chiefs of organization and classification in departments and agencies. These meetings provide the opportunity for classification professionals from across the public service to come together to learn about the Agency's priorities for the year and how they link to the broader public service modernization agenda. They also offer participants the opportunity to learn first-hand how departments and the Agency can work together to implement key classification initiatives.

7. Classification Monitoring

Good governance and accountability are essential to the sound management of a modern classification system. Our monitoring role, along with the active monitoring programs put in place by departments and agencies over the past two years, continues to support Deputy Heads as they exercise their classification delegation authority. This increased focus on monitoring will reinforce public service values.

Supporting Effectiveness, Accountability and Transparency

This year, we completed the assessment of classification programs in 13 small departments and agencies. These included the: Canadian Dairy Commission, Commission for Public Complaints Against the RCMP, Hazardous Materials Information Review Commission, Status of Women Canada, NAFTA Secretariat-Canadian Section, Elections Canada, Canadian Environmental Assessment Agency, Canadian Radio-television and Telecommunications Commission, Office of the Information Commissioner of Canada, Transportation Safety Board of Canada, Western Economic Diversification Canada, Office of the Commissioner of Official Languages and National Parole Board. We also conducted an on-site follow-up at the Office of the Privacy Commissioner of Canada, one year after the completion of the comprehensive review of their classification program.

The Position Reclassification Data Capture application is an important system that enables departments and agencies to input position reclassification data and update it on a quarterly basis. Developed by the Agency, this government-wide, single-window website, which has now been in operation for over a year, allows the general public to access this reclassification information, supporting greater transparency and accountability.

The Agency continues to support and oversee departmental compliance on the proactive reporting and publication of reclassified positions. We have also developed an approach to analyze the data collected in order to determine emerging trends.

In 2005-06, we developed a classification monitoring website that contains information, learning tools and resources to assist departments and agencies in developing their monitoring programs. This website will also showcase best practices uncovered during our monitoring initiatives and will include departmental reviews conducted by the Agency.

Monitoring Executive Classification

The Leadership Network (TLN), which is responsible for classification of the positions allocated to the Executive (EX) Group, also initiated an ongoing monitoring program this year. In partnership with TLN, we undertook the monitoring of classification programs in thirteen small departments and agencies. The results of the EX position monitoring exercises are integrated into the departmental classification monitoring reports.

TLN also initiated an ongoing program of monitoring exercises directed specifically at the EX classification programs in large departments and agencies. The first such exercise was completed through the monitoring of a sample of EX positions in a department.

Through these exercises, TLN has identified areas for improvement in relation to EX classification capacity, interdepartmental relativity and the application of the classification standard. TLN is planning to address these issues through future monitoring exercises directed at risk areas, and through the development of new tools to assist the classification community.

Looking Ahead

During 2005-06, departments and agencies started to report on their classification program activities. To support the improvement of departmental classification programs, including internal monitoring, the Agency will provide feedback on those reports to the respective Deputy Heads. Best practice examples will also be shared across the public service via the classification monitoring website. Identified trends will be shared with chiefs of organization and classification, with whom we will work closely to resolve any issues.

In 2006-07, we will initiate the monitoring of classification programs in medium and large departments and continue the activity underway in small ones. In addition, we will begin implementing a twelve-month follow-up of departments and agencies previously reviewed. In this way, we will determine the extent to which improvements and commitments have been achieved and identify areas for renewed effort.

8. Classification Grievances—Resolving Issues Fairly and Transparently

The Agency, representing the employer, is represented by a classification grievance representative at all classification grievance hearings involving departments and agencies within the CPA. This representative is a rating member of the Grievance Committee, whose role is to ensure that classification policy and standards are applied appropriately and consistently, and that the current body of jurisprudence that impacts on classification grievances is respected.

In the past five years, approximately 600 grievances were heard. Of these grievances, 50% came from the PA Group, 25% from the SV Group, and the remaining 25% from other groups. An analysis of related decisions shows that 12% of the PA Group grievances resulted in an upward reclassification, most SV Group classifications remained unchanged and 16% of the remaining grievances resulted in an upward reclassification. Overall, the Grievance Tracking System (GTS) indicates a downward trend in the number of classification grievances filed since 2004; a decline that coincides with the measures taken to modernize the classification system.

In 2005-06, we provided grievance advisory services to departments and agencies, represented the Agency at 175 grievance hearings, and worked closely with departments and agencies in the CPA to extend the use of the GTS to provide more in-depth information on trends.

Looking Ahead

In the upcoming year, we will launch a classification grievance website. This online resource will enable HR practitioners, managers and employees to learn more about the grievance process and its results. We will provide final and binding grievance decisions, links to the Federal Court and Public Service Labour Relations Board decisions pertaining to classification grievances, comprehensive questions and answers, and our related classification policy and directive. We anticipate that the new website will enhance the transparency of the recourse process available to all employees of the public service.

In 2006-07, we also plan to modernize our tracking systems so that we may provide users with access to a wider range of information on grievance results and statistical data.

9. Calculating the Costs

As part of the Agency's proactive reporting on classification modernization activities, we developed standard instructions for the cost reporting by departments and agencies undertaking classification standards modernization projects. These instructions outline a new methodology to collect and report on the costs related to the development and implementation of new and updated classification standards. This new methodology ensures integration of this data with salary conversion costs and central agency program management costs to provide a complete portrait for external reporting. Departments and agencies are required to collect and retain relevant data starting in fiscal year 2006-07.

Classification Costs 2005-06

The following table shows our current estimate of costs incurred to implement standards modernization. It identifies the salary costs and the operations and maintenance (O&M) costs allocated to each project for both the Agency and the departments and agencies involved. System support costs associated with classification modernization initiatives are also included.

Classification Modernization Costs 2005-06						
	The Agency HRMM		Departments		Salary Conversion	Total Costs
PROJECTS	Salary	O&M	Salary	O&M		
FS	\$71,800	\$3,800	\$268,800	\$42,000	\$2,383,000	\$2,769,400
FB	\$192,400	\$20,800	\$85,000	\$15,000	N/A	\$313,200
EC	\$337,600	\$132,300	\$592,500	\$126,300	N/A	\$1,188,700
LA	\$132,000	\$72,300	\$226,700	\$8,900	N/A	\$439,900
CS	\$33,800	N/A	N/A	N/A	N/A	\$33,800
SH	\$51,300	\$1,000	N/A	N/A	N/A	\$52,300
AP	\$2,300	N/A	N/A	N/A	N/A	\$2,300
Others	\$46,100	N/A	N/A	N/A	N/A	\$46,100
Total	\$867,300	\$230,200	\$1,173,000	\$192,200	\$2,383,000	\$4,845,700

Looking Ahead

In the spring of 2007, departments and agencies will be requested to include their 2006-07 classification cost data in their HR data reports to the Agency.

10. Modelling the Future

The role of classification is to ensure that the work performed by public servants is valued appropriately and consistently, and to enable the matching of the right people to the right jobs. As a result, the classification function plays an important role in ensuring effective public service HR management. Modernizing classification and qualification standards, policies and guidelines, and providing departments and agencies with a wide range of supporting tools are some of the ways in which the Agency will continue to support effective HR management and related public service renewal initiatives.

Classification also has a role to play in enhancing the workplace and establishing the public service as an employer of choice. Resolving interdepartmental relativity issues and establishing common measures across occupational groups are examples of how the Classification Modernization Program can and will contribute to these goals in the future. At the same time, and in order to ensure that the classification system functions in an accountable and transparent way, the Agency will continue to develop and implement monitoring and diagnostic tools as well as risk-assessment techniques.

Generic work descriptions and modern classification and qualification standards can simplify human resource planning and staffing processes to a significant extent. Support for community-led initiatives to develop generic work descriptions and organizational models that can improve the responsiveness and efficiency of public service organizations will therefore remain an important endeavour.

Modernizing classification requires modern business system platforms to support standardized HR business processes. In the future, the Agency will continue to work on the development and implementation of shared services initiatives for the classification program.

In order to accomplish its classification modernization goals, the Agency has partnered with key players from across the public service human resources spectrum, including bargaining agents. In this context, we look forward to collaborating with PSAC on the modernization of the PA Group. Going forward, we will continue to foster a spirit of cooperation with all our partners as we examine the possibilities of new approaches to organizing current and evolving work in the public service.

Developing the classification community is a key component of our current and future strategy. In the coming years, we will continue to focus on community development and learning initiatives, and we will support new service delivery models that enhance the depth and breadth of a career in classification.

In summary, as we look towards the future, we can be proud of our accomplishments. Only a few years after the creation of the Agency, we have made significant progress toward the realization of our mandate to modernize the classification system. In the years to come, the initiatives that we are spearheading will continue to support government programs aimed at serving Canadians more efficiently, in a fully accountable and transparent way, while promoting a culture of excellence within a revitalized public service.

APPENDIX 1 – Represented Occupational Groups

AI	Air Traffic Control
AO	Aircraft Operations
AV	Audit, Commerce and Purchasing
CS	Computer Systems
CX	Correctional Services
EB	Education and Library Science
EC	Economics and Social Science Services
EL	Electronics
FB	Border Services
FI	Financial Management
FS	Foreign Service
LA	Law
NR	Architecture, Engineering and Land Survey
PA	Program and Administrative Services
PR	Printing Services (Non-supervisory)
RE	Research
RO	Radio Operations
SH	Health Services
SO	Ship Officers
SP	Applied Science and Patent Examination
SR(E)	Ship Repair (East)
SR(W)	Ship Repair (West)
SR(C)	Ship Repair (Chargehands)
SV	Operational Services
TC	Technical Services
TR	Translation
UT	University Teaching