



Universal Classification Standard (UCS)

*Strategic Compensation
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Presentation highlights

- Canadian Federal Government at a glance
- Why classification reform
- Challenges faced and remaining
- How we are doing it
- Who needs to be satisfied
- What's in the Standard
- Life after conversion



Treasury Board role

■ *As employer:*

- provide for a modern productive, representative public service
 - terms and conditions
 - classification standards
 - pay and benefits
 - collective bargaining
 - official languages requirements
 - employer policies and programs



Treasury Board role

- *As Management Board for the Public Service:*
 - HR management and support which is:
 - simpler
 - faster
 - less costly
 - flexible
 - built on contemporary workplace values
 - results-driven
 - directed at accountability



What's wrong with current classification system?

It is:

- outdated, overly complex and costly
- does not value the work of a modern, knowledge-based Public Service
- impedes managerial flexibility and employee mobility
- requires too many HR transactions
- does not comply with the Canadian Human Rights Act, thereby creating costly pay equity liability



What the new standard will accomplish

UCS will:

- update the basis for HR management to reflect modern workplace values and practices
- introduce the practice of equal pay for work of equal value and eliminate costly pay equity liability
- streamline collective bargaining and
- trigger fundamental changes in other related HR systems



UCS goals

- Universal
- Gender Neutral
- Simple



Public Service Classification System

Occupational Groups

Systems Integration

Technical Tools

Application Training

Application Guides

UCS Standard

Portfolios

Policy



Challenges faced & overcome

Completed

- ✓ Standard design ✓ Validation
- ✓ Classification & Redress Policy
- ✓ Weights ✓ Levels

In Progress

- ✓ Departmental application, including monitoring
- ✓ Compensation model development
- ✓ Costing ✓ Organization redesign
- ✓ Change Management strategies
- ✓ Other supporting classification and HR-related policies



Remaining challenges

Still to do:

- *Negotiate pay rates*
- *Finalize implementation approach*
- *Seek Ministerial approval*
- *Convert to new standard*
- *Manage grievances*



How are we doing it?

- ★ Training
- ★ Work Description Writing
- ★ Work Evaluation
- ★ Relativities



Who needs to be satisfied?

- Deputy Heads and Departments
- Unions
- Canadian Human Rights Commission
- Office of the Auditor General
- External Organizations



What is valued under UCS factors?

- Universal factors, elements & rating scales
- Gender neutrality principles
- Point rating plan, based on work features, not tasks
- Four factors from the Canadian Human Rights Act:
 - Responsibility
 - Skill
 - Effort Working Conditions
- 16 Elements



UCS project timelines

- Design & development: 1996 -1998
- Get the application right: 1998 - 2000
- Share results with employees: advance notification & change management: 2001
- Collective bargaining & conversion: 2001-2002



Post-UCS conversion vision

- There is a clear, transparent work description and evaluation process -- managers and employees know the responsibilities assigned and how to apply UCS
- Employees and managers understand how and why their job has been evaluated at the assigned level and how their work relates to the business of government



Post-UCS conversion challenges

- ✓ Developing a new compensation structure that balances our core principles of positioning ourselves with the outside labour market, affordability and of equal pay for work of equal value
- ✓ Helping unions, managers and employees manage the resulting change
- ✓ Communicating project progress and defending employer position in an increasingly public forum
- ✓ Managing the changes to the traditional organizational hierarchy, the latter organization and impacts on employees



Life after conversion to UCS

- All HR systems are supportive of each other
- Fewer occupational groups respect union affiliation and permit great mobility
- The UCS is seen to be and is a step forward in reform of HR management



Find out more about UCS

Visit our public Web site at:

<http://www.tbs-sct.gc.ca/ucs-ngc>

